



## **ECTS DATA SHEET**

### **Master Programme**

(To Date)

# CONTENT

## MA - ECTS DATA SHEET LIST

### 1. Major Modules - Project Research Assignments

ECTS - AM 4051 Entrepreneurship	03
ECTS - AM 4055 International Business Management	05
ECTS - AM 4095 Integrated Managerial Accounting and Financial	07
ECTS - AM 4304 Leadership and Management	09
ECTS - AM 5094 Business Plan & Dissertation	11
ECTS - AM 5096 Dissertation	13
ECTS - AM 5097 Internship	15

### 2. Specialisation Modules & Case Study Assignments

ECTS - 2 AS Specialisation Modules Study Case Assignment	17
ECTS - OPTION 1 AS 4052 Marketing Research Methodologies	19
ECTS - OPTION 1 AS 4080 Marketing and Segmentation Strategies	21
ECTS - OPTION 1 AS 4678 Hotel Sustainable Development	23
ECTS - OPTION 1 AS 4700 Economics & Statistics for the Hospitality Industry	25
ECTS - OPTION 2 AS 4466 Corporate Financial Management	27
ECTS - OPTION 2 AS 4620 Capital expenditure practice	29
ECTS - OPTION 2 AS 4676 Hotel Asset – Principles and Practices & Hotel Investment	31
ECTS - OPTION 2 AS 4700 Economics & Statistics for the Hospitality Industry	33
ECTS - OPTION 3 AS 4357 Managing Hospitality Human Resources	35
ECTS - OPTION 3 AS 4702 Managing Performance Appraisal Systems	37
ECTS - OPTION 3 AS 4703 Business Behaviours in the Hospitality Industry	39
ECTS - OPTION 3 AS 4885 Business Ethics & Across Cultures in the Hospitality Industry	41
ECTS - OPTION 4 AS 4078 Strategic Planning System	43
ECTS - OPTION 4 AS 4428 International Hospitality Development	45
ECTS - OPTION 4 AS 4676 Hotel Asset – Principles and Practices & Hotel Investment	47
ECTS - OPTION 4 AS 4701 Hospitality Properties & Facilities Development	49
Master Curriculum – Major & Specialisation with related ECTS	51

**Name of the Course Unit****Module****Programme****Last Revision****ECTS****Semester****Hours Tuitions/Assignments/Notional****Type of Course****Specialisation****Method****Dean/Senior Lecturer****Research Coordinator/Senior Lecturer****Titular/Senior Lecturer****ENTREPRENEURSHIP & INNOVATION MANAGEMENT PROJECT****AM 4051**

Master in International Hospitality &amp; Tourism Management

2016.2017

5.0

1

60

75

135

Major

Compulsory for all specialisation option

On Campus

S. DEMAEGHT

S. HERTRICH

P. HOREKENS

**COURSE DESCRIPTION**

This course is a comprehensive guide to business ventures. It takes students on the journey of becoming entrepreneurs, from the decision to become an entrepreneur through franchising. It explores the allure of entrepreneurship, teaching students how to successfully start their own businesses. It will engage students through relevant examples they can easily relate to, explains what it is to be an entrepreneur, explains the different types of entrepreneurs there are; the risks and rewards of being an entrepreneur, the education of what it takes to be in business for one's self using real life examples of entrepreneurial success and failures. It will also teach students how to recognise potential other entrepreneurs and the use entrepreneurs can be to their business careers.

It will introduce students to the process of entrepreneurial success and shows them how to be effective every step of the way. The course places a unique and special emphasis on developing a successful business idea early in the process, and shows the students how to take advantage with entrepreneurship. Students will examine entrepreneurship in different settings, including new business ventures, mature corporations, and social agencies.

Students will be exposed to a wide range of disciplines, including marketing, finance, operations, and accounting. They will learn both the theory and the practice of entrepreneurship. The students will be able to analyse their own business ideas with respect to: business strategy, innovation, financing, financial projections, the structure of a business plan, USP, marketing strategies, company valuation and leadership. During the course, we will examine entrepreneurship through an easy, four-step process that clearly outlines both the excitement and the difficulty of launching one's own business. Careful to identify failures as well as successes, it is a straightforward tool to starting one's own business.

**LEARNING OUTCOMES**

On completion of this course, the successful student is expected to:

**KNOWLEDGE**

1. Understand entrepreneurship, corporate entrepreneurship, and the characteristics of entrepreneurial firms
2. Understand the concept of an entrepreneur is individually driven but also needs to be able to drive and lead a team to ensure success.
3. Understand business models and discuss their importance.
4. Explain the entrepreneurial process and evaluate the pro's and con's of an entrepreneurial career
5. Understand the financial management of an entrepreneurial firm and the importance of financing for entrepreneurial success.

**SKILLS**

1. Be able to develop a feasibility analysis (including product/service, industry/market, organizational and financial feasibility analysis).
2. Be able to develop an industry analysis and to produce a detailed business plan.
3. Be able to use the three steps (segmenting the market, selecting a target market, and establishing a unique position) entrepreneurial firms use to identify their customers.

**SYLLABUS CONTENT**

The course is divided into four parts and fifteen chapters.

- o Part 1: The Decision to Become an Entrepreneur
- o Part 2: Developing Successful Business Ideas
- o Part 3: Moving from an Idea to an Entrepreneurial Firm
- o Part 4: Managing and Growing an Entrepreneurial Firm

Introduction to Entrepreneurship - Recognizing Opportunities and Generating ideas - Feasibility analysis - Developing an effective business model - Industry and competitors analysis - Writing a Business Plan - Preparing a proper ethical and legal foundation - Assessing a new venture's financial strength and viability - Building a new-venture team - Getting funding or financing - Unique marketing issues confronting new ventures - The importance of intellectual property - Preparing for and evaluating the challenges of growth - Strategies for firm growth - Franchising

## LEARNING, TEACHING & ASSESSMENT METHODS

Traditional lecturing of main concepts and methodologies will be employed with power points presentations, slides, video clips, directed reading, business reporting and presentations. In addition, a variety of methods will be used to deliver content and reach the learning objectives of this module. These include in class discussions, case studies, discussion about real-world problems. Students will have issue-based open discussions on selected sectors, facts and certainly on current managerial issues, but beyond they will talk and analyse the fundamental determinants of the strategic competitive advantages in entrepreneurship business. Students will be challenged to grasp a concept or idea, relate it to other concepts, and then apply it in real-world entrepreneurial contexts. Specific topics and provide their analysis and recommendations relative to the business situations and issues under study.

## ASSESSMENT SCHEME

Formative feedback will be provided through business simulation activities, specific cases and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Summative assessment consists of four components selected in order to ensure students demonstrate an overall understanding of relevant concepts and techniques as well as the ability to apply and critique them in appropriate contexts.

The assessed components are:

- 10% - For class participation; the student must attend and participate, offering insight to other students, taking the lead in whiteboard sessions etc.
- 15% - On a written analysis of a case summarizing, commenting and criticizing a case study, related topic to assess the understanding of relevant topics as well as the ability to evaluate and integrate various concepts; this is an individual score.
- 15% - on a workgroup presentation of a case during the course to assess the understanding of its specific topics; this is a group score.
- 60% Final examination to assess the development and presentation of the project.

## Note

The course design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes. Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer. Formative feedbacks are provided following Case Study Assessments (CSA), and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## ASSESSMENT WEIGHT

Assignments work: 40% + Final Exam: 60%

## LEARNING RESSOURCES

### 1. ESSENTIAL

B.R.BARRINGER & R.DUANE 2016 Entrepreneurship – Successfully Launching New Venture 5<sup>th</sup> Edition Pearson  
J.M.KAPLAN & A.C. WARREN 2012 Patterns of Entrepreneurship 2<sup>ND</sup> Edition Wiley & Sons  
HOSPITALITY FINANCIAL & TECHNOLOGY PROFESSIONALS 2014 Uniform System of Accounts for Lodging Industry 11<sup>th</sup> Edition H.A.N.Y Inc

### 2. RECOMMENDED

W.D. BYGRAVE and A. ZACHARIS, 2012 - The Portable MBA in Entrepreneurship - Wiley and Sons  
C. WOODS, 2013 How to Build Your Brilliant Business from Scratch - Financial Times  
B. BOLTON, 2000 Entrepreneurs. 1st Edition Butterworth-Heinemann John Mullins 2010 The New Business Road Test: What entrepreneurs & executives should do before writing a business plan (3rd Edition) FT Press  
C.M. HAMPDEN-TURNER, 2011 - Building Cross-Cultural Competence Edition Yale University Press  
W.D. BYGRAVE 2009. THE PORTABLE MBA in Entrepreneurship (The Portable MBA Series) 4 Edition Wiley  
Onward: How Starbucks Fought for Its Life without Losing Its Soul, by Howard Schultz  
The Business and Financial sections in Journal: The Times, Sunday Times, Wall Street, Financial Times

### 3. INTERNET SITES

For more information, visit the following Internet sites. Remember that Internet addresses can change without notice. If the site is no longer there, you can use a search engine to look for additional sites

- Entrepreneur Magazine and <http://www.entrepreneur.com/magazine/index.html>

**Name of the Course Unit**  
**Module**  
**Programme**  
**Last Revision**  
**ECTS**  
**Semester**  
**Hours Tuitions/Assignments/Notional**  
**Type of Course**  
**Specialisation**  
**Method**  
**Dean/Senior Lecturer**  
**Research Coordinator/Senior Lecturer**  
**Titular/Senior Lecturer**

INTERNATIONAL BUSINESS MANAGEMENT		
AM 4055		
Master in International Hospitality & Tourism Management		
2016.2017		
5.0		
1		
60	75	135
Major		
Compulsory for all specialisation option		
On Campus		
S. DEMAEGHT		
S. HERTRICH		
P. MARICQ		

## COURSE DESCRIPTION

The aim of the course is to teach students about the multidimensional macro environment of international business and the tools necessary for the analysis, evaluation and solution of diverse issues, risk and opportunities within that worldwide universe. The course is to acquaint students with the skills of a global hospitality manager, where students study applied principles of international management: marketing, human resources management, financial issues and operational risk management. As a start, an historical approach is taken in exploring the development of multinational corporations till nowadays. The course provides the background the students will need to compete and make decisions in today's rapidly changing global marketplace taking into consideration its volatility or not. Students learn ways to attract guests, hotel staff and investors from around the world and strategies for successfully planning, developing and managing companies in the international arena, develop international contracts that safeguard investments, assess political risks that could threaten the business, assemble the best international staff possible despite cultural and language diversities. The course includes profiles of major international companies and examples of international advertising.

## LEARNING OUTCOMES

On completion of these modules the successful student will be able to:

### KNOWLEDGE

1. To define globalization and international business and show how they affect each other
2. To apply social science disciplines and to understand methods for learning about cultural environments and to analyze the major causes of cultural difference and change
3. To explain the idea of political risk and describe approaches to managing it, to understand how political and legal systems affect the conduct of business
4. To understand the importance of economic analysis of foreign markets, to identify the major dimensions of international economic analysis, to compare and contrast macroeconomic indicators
5. To introduce the ideas of export and import, to identify the elements of export and exporting strategies
6. To clarify why companies may need to use modes other than exporting to operate effectively in international business, to comprehend why and how companies make foreign direct investments
7. To profile the evolving understanding of the organization of international business
8. To understand a range of product policies & the circumstances in which they are appropriate internationally
9. To describe different dimensions of global manufacturing strategy, to examine the elements of global supply
10. To describe the multinational finance function and how it fits in the MNE's organizational structure

### SKILLS

1. To become familiar with different ways in which a company can accomplish its global objectives
2. To identify problems in evaluating the activities of multinational enterprises (MNEs), to identify factors affecting national trade patterns, to identify factors affecting national trade patterns
3. To explain the relationship between foreign trade and international factor mobility, to describe the potential and actual effects of governmental intervention on the free flow of trade
4. To identify the major characteristics of the foreign exchange market and how governments control the flow of currencies across national borders, to describe how the foreign exchange market works
5. To grasp company strategies for sequencing the penetration of countries, to see how scanning techniques can help managers both limit geographic alternatives and consider otherwise overlooked areas
6. To discern the major opportunity and risk variables a company should consider when deciding whether and where to expand abroad
7. To discuss the importance of human resource management in international business

## SYLLABUS CONTENT

Globalization and International Business - The Cultural Environments Facing Business - The Political and Legal Environments Facing Business - The Economic Environments Facing Businesses - Globalization and Society - International Trade and Factor- Mobility Theory - Governmental Influence on Trade - Cross-National Cooperation and Agreements - Global Foreign-Exchange Markets - The Determination of Exchange Rates - The Strategy of International Business - Country Evaluation and Selection - Export and Import Strategies - Direct Investment and Collaborative Strategies - The Organization of International Business - Marketing Globally - Global Manufacturing and Supply Chain Management - International Accounting Issues - The Multinational Finance Function - Human Resource Management

## LEARNING, TEACHING & ASSESSMENT METHODS

The mode of this module includes and combines a lecture format with power points presentations, slides, video clips, directed reading, business reporting and presentations focused on current business issues and cases studies, with extensive interaction between students and the lecturer who is facing this environment on a daily basis as a professional. Students will have issue-based open discussions on selected sectors, facts and certainly on current managerial issues, but beyond they will talk and analyse the fundamental determinants of the strategic competitive advantages in international business. Students will be challenged to grasp a concept or idea, relate it to other concepts, and then apply it in real-world entrepreneurial contexts. Students will be divided into workgroups to analyse business cases which they will explain in a presentation before the class in order to be able to assess their understanding of its specific topics and provide their research, analysis and recommendations relative to the business situations and issues under study. Feedback will be given in the same session when these topics are covered in class. In addition, students will provide also a written analysis of a proposed past existing case and will be encouraged to submit draft versions of their documents earlier so that preliminary feedback can be given to improve their final.

## ASSESSMENT SCHEME

Formative feedback will be provided through business simulation activities, specific cases and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Summative assessment consists of four components selected in order to ensure students demonstrate an overall understanding of relevant concepts and techniques as well as the ability to apply and critique them in appropriate contexts.

The assessed components are:

- 10% - For class participation; the student must attend and participate, offering insight to other students, taking the lead in whiteboard sessions etc.
- 15% - On a written analysis of a case summarizing, commenting and criticizing a case study related topic to assess the understanding of relevant topics as well as the ability to evaluate and integrate various concepts; this is an individual score.
- 15% - on a workgroup presentation of a case during the course to assess the understanding of its specific topics; this is a group score.
- 60% Final examination to assess the development and presentation of the project.

### Note

The course design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes. Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer. Formative feedbacks are provided following Case Study Assessments (CSA), and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## ASSESSMENT WEIGHT

Assignment work: 60%

Final Exam: 40%

## LEARNING RESSOURCES

### 1. ESSENTIAL

J.D. DANIELS, L.H. RADEBAUGH & D.P. SULLIVAN 2014 International Business 15<sup>TH</sup> Edition Prentice Hall

HOSPITALITY FINANCIAL & TECHNOLOGY PROFESSIONALS 2014 Uniform System of Accounts for Lodging Industry 11<sup>th</sup> Edition H.A.N.Y Inc

### 2. RECOMMENDED

C. HILL 2013 International Business, 8<sup>TH</sup> Edition. Mc GRAW-HILL

J. MADURA 2015 International Financial Management 4<sup>TH</sup> Edition West Publishing Company

B. DIGNEN 2013. Communication for International Business: The Secrets of Interpersonal Skills Edition. Collins

A. VERBEKE 2013. International Business Strategy 2<sup>ND</sup> Edition Cambridge University Press

R.R. GESTELAND 2012. A Guide for Global Management 5 Edition Copenhagen Business School Press

GEERT HOFSTEDE 2010 Cultures and Organizations: Software of the Mind 3<sup>rd</sup> Edition Mc GRAW-HILL

FONS TROMPENAARS 2011 Understanding Diversity in Global Business 3<sup>rd</sup> Edition Mc GRAW-HILL

TERRI MORRISON 2006 Kiss, Bow, or Shake Hands (The Bestselling Guide to Doing Business in More than 60 Countries 2<sup>nd</sup> Edition Adams Media

<b>Name of the Course Unit</b>	<b>INTEGRATED MANAGERIAL ACCOUNTING &amp; FINANCIAL PROJECT</b>		
<b>Module</b>	<b>AM 4095</b>		
<b>Programme</b>	Master in International Hospitality & Tourism Management		
<b>Last Revision</b>	2016.2017		
<b>ECTS</b>	5.0		
<b>Semester</b>	1		
<b>Hours Tuitions/Assignments/Notional</b>	60	75	135
<b>Type of Course</b>	Major		
<b>Specialisation</b>	Compulsory for all specialisation options		
<b>Method</b>	On Campus		
<b>Dean/Senior Lecturer</b>	S. DEMAEGHT		
<b>Research Coordinator/Senior Lecturer</b>	S. HERTRICH		
<b>Titular/Senior Lecturer</b>	S. TOUMIA		

## COURSE DESCRIPTION

This course provides an introduction to concepts and methods, which assist management in the evaluation of the business enterprise and aid in its planning, organizing, and controlling functions. In particular, this course focuses on the use of financial information in managerial decision-making; as well as an emphasis on cost systems, a determination and allocation of overhead, analysis of cost, variance analysis, direct costing, and preparation of flexible budgets, break-even analysis and activity based management. Ethical considerations and international management accounting issues are also addressed. This course shows students the role that managerial accounting plays in a hospitality organization and how managers and department heads throughout a property use managerial accounting concepts and techniques on a daily basis to improve the operation.

## LEARNING OUTCOMES

The successful completion of this course will provide students with skills necessary to identify information relevant for management decision-making in financial management. On successful completion of this module the students will be able to:

### KNOWLEDGE

1. Understand double entry accounting mechanism and the bookkeeping equation.
2. Not only produce management accounting information but also understand how managers are likely to react to the information
3. Distinguish amongst the fundamental tools of managerial accounting and use the information these generate to help manage an organization.
4. Understand breakeven analysis and CVP approach
5. Analyse cash handling and inventory handling issues
6. Analyse lease versus purchase options
7. Gather relevant cost data and analyse it to base relevant business management decisions

### SKILLS

1. Prepare the adjusting entries
2. Prepare the different Financial Statements – Specifically the balance sheet, departmental schedules income statement, and cash flows statements
3. Make observations from the financial statements
4. Calculate and analyze financial and operating ratios
5. Develop cost equation using regression analysis
6. Read and summarize an article regarding planning and forecasting
7. Prepare operating, capital and cash budgets
8. Exercise significant judgment in assessing alternative courses of actions and making sound decisions
9. Bring together a wide range of concepts, techniques and tools to generate comprehensive and coherent solutions to business management issues
10. Apply the preceding outcomes and competencies to case study

## SYLLABUS CONTENT

Introduction to Financial Statements • Recording Business Transactions • Adjustments • Ratio Analysis • Cost (Regression) Analysis – Cost equation • Cost-Volume-Profit Analysis • Forecasting Methods • Cash budget • Capital Budgeting • Lease versus Purchase options - Forms of business organizations • Changing role of managerial accounting in a dynamic business environment • Basic cost management concepts and cost accounting • Activity based costing • Activity based management and cost management tools • cost-volume-profit analysis • Profit planning and activity based planning • Flexible budgeting and the management of overhead • Decision making: relevant costs and benefits • Target costing and cost analysis for pricing decisions.

## LEARNING, TEACHING & ASSESSMENT METHODS

The mode of this module includes and combines a lecture format with power points presentations, directed reading, business reporting and presentations focused on current business issues and cases studies, with extensive interaction between students and

the lecturer. Students will have issue-based open discussions on selected sectors, facts and certainly on current managerial issues, but beyond they will talk and analyse the fundamental determinants of the strategic competitive advantages in accounting and financial business. Students will be challenged to grasp a concept or idea, relate it to other concepts, and then apply it in real-world entrepreneurial contexts. Students will individually analyse business cases in order to be able to assess their understanding of its specific topics and provide their analysis and recommendations relative to the business situations and issues under study.

## ASSESSMENT SCHEME

Formative feedback will be provided through business simulation activities, specific cases and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Summative assessment consists of four components selected in order to ensure students demonstrate an overall understanding of relevant concepts and techniques as well as the ability to apply and critique them in appropriate contexts.

The assessed components are:

- 10% - For class participation; the student must attend and participate, offering insight to other students, taking the lead in whiteboard sessions etc.
- 30% - The workbook presents 18 accounting cases/problems, eight exhibits with the information needed to complete the case, and 38 Excel forms that must be completed as part of the tasks. Tasks including preparing financial statements, adjusting journal entries, calculating financial and operating ratios, budgeting future costs, analyzing cash handling and inventory handling, and developing a daily operations report format.
- 60% Final exam to assess the development and presentation of the project.

## Note

The course design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a Case Study Assessment (CSA). Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer. Formative feedback is provided following a CSA, and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## ASSESSMENT WEIGHT

Assignment work: 60%

Final Exam: 40%

## LEARNING RESSOURCES

### 3. ESSENTIAL

G. CHATWAL & J. ABBOTT 2014 Integrated Hospitality Accounting Case Study SEASPRAY Hotel R. Stockton

R.E. CHATFIELD & M.C. DALBOR 2011 Hospitality Financial Management Pearson Prentice Hall

HOSPITALITY FINANCIAL & TECHNOLOGY PROFESSIONALS 2014 Uniform System of Accounts for Lodging Industry 11<sup>th</sup> Edition H.A.N.Y Inc

### 4. RECOMMENDED

J. MADURA 2015 International Financial Management 4<sup>TH</sup> Edition West Publishing Company

R.A. BREALEY & S.C. MYERS 2008 Principles of Corporate Finance McGraw-Hill/Irwin

R. HILTON 2010 Managerial Accounting 9 Edition. McGraw-Hill/Irwin

I. C. Mac MILLAN, L. SELDEN 2008 The Incumbent's Advantage HBR Articles

R.S. KAPLAN 2006 The Balanced Scorecard: Translating Strategy into Action Harvard Business Review Press.

R.S. KAPLAN, M.E. PORTER 2011 How to Solve the Cost Crisis HBR Articles

M.E. PORTER, E. OLMSTED TEISBERG 2009 Cleveland Growth Strategy 2012 HBR Cases

D. KAHNEMAN, D. LOVALLO, & O. SIBONY Making Smart Decisions 2010 HBR Cases

J.C. VAN HORNE & J.M. WACHOWICZ 2008 Fundamentals of Financial Management Prentice Hall 13<sup>th</sup> Edition

JOURNALS - The Wall Street Journal and Financial Times

### 5. INTERNET SITES

For more information, visit the following Internet sites. Remember that Internet addresses can change without notice. If the site is no longer there, you can use a search engine to look for additional sites.

The Merrill Lynch Guide to Financial Reports - <http://www.ml.com/media/14069.pdf>

**Name of the Course Unit****Module****Programme****Last Revision****ECTS****Semester****Hours Tuitions/Assignments/Notional****Type of Course****Specialisation****Method****Dean/Senior Lecturer****Research Coordinator/Senior Lecturer****Titular/Senior Lecturer****LEADERSHIP AND MANAGEMENT****AM 4304**

Master in International Hospitality &amp; Tourism Management

2016.2017

5.0

1

60

75

135

Major

Compulsory for all specialisation option

On Campus

S. DEMAEGHT

S. HERTRICH

M. BUYCK - M. KRIELE

**COURSE DESCRIPTION**

This module aims to give students a thorough understanding of the importance and qualities of effective leadership in organisations in complex times; as well as an in depth understanding of factors that contribute or that might function as barriers to effective leadership. The module will cover concepts such as self-awareness of leader's personality traits and strengths/challenges and awareness of others and the context in order to acquire, utilise and adapt to the most effective strategic, inspirational and functional leadership methodologies and styles. The module is designed to acquaint the student with the principles of total quality management and how they affect organizations and employees within those organizations. This course will stress problem solving and decision making skills using analytical tools and case studies. This course shows how to boost business with easy-to-use quality management tools, prevent problems by effectively managing diversity and enhance service by creating high-performance teams of empowered employees.

**LEARNING OUTCOMES**

On completion of this course, the successful student is expected to:

**KNOWLEDGE:**

1. Gain knowledge of personality traits and values as well as the role of the mindset, mental models and emotional intelligence in leadership (personality and psychological aspects).
2. Know the principles and key theories of how to evaluate follower motivation in order to determine the appropriate leadership styles and behaviours and gain insight into functional leadership competencies such as decision making, influencing skills, team leadership and leading through conflicts in order to execute the strategies (strategic, inspirational and functional leadership competencies)

**SKILLS:**

1. Be able to assess the effectiveness of leadership as a complex dynamic between the leader, his or her followers and the context in which the leadership takes place
2. Assess self in terms of determining own leadership characteristics and areas for growth
3. Exercise critical judgement in assessing personality characteristics as well as the context of leadership to come up with alternative courses of actions and making sound decisions;
4. Bring together a wide range of psychological and managerial concepts and techniques to assess and determine appropriate leadership actions in order to execute their organisations strategies.

**SYLLABUS CONTENT**

The importance of leadership and the differences between leadership and management • Key competencies and career that might make or break a leader's progress • Self-awareness as a leader, understanding of how the mindset, perceptions, attitudes and attention influence a leader's effectiveness • Personality factors and leadership, The Big Five personality factor analysis • Developing a shared vision, from vision to strategy and the leader's role in executing the strategy • Leadership with no easy answers - complexity and leadership • Motivating and inspiring others and adapting to the appropriate leadership styles and behaviours • Emotional intelligence and its role on effective leadership • Personal influence and impact and organisational politics and culture • Team leadership and the leadership team • Leading through conflicts; creating creative tension and handling difficult conversations

**LEARNING, TEACHING & ASSESSMENT METHODS**

Traditional lecturing of main concepts and methodologies will be employed with power points presentations, slides, video clips, directed reading, business reporting and presentations. In addition, a variety of methods will be used to deliver content and reach the learning objectives of this module. These include in class discussions, case studies, discussion about real-world problems. Students will have issue-based open discussions on selected sectors, facts and certainly on current managerial issues, but beyond they will talk and analyse the fundamental determinants of the strategic competitive advantages in entrepreneurship business. Students will be challenged to grasp a concept or idea, relate it to other concepts, and then apply it in real-world entrepreneurial contexts. Specific topics and provide their analysis and recommendations relative to the business situations and issues under study.

## ASSESSMENT SCHEME

Formative feedback will be provided following a series of self-assessments as well as self-directed reflective exercises throughout the course. The purpose of the assessments and exercises are not to give feedback on the student's leadership effectiveness, but rather to provide feedback and guidance on what the assessments and exercises might indicate about their leadership styles and focus. Summative assessment consists of four components selected in order to ensure students demonstrate an overall understanding of relevant concepts and techniques as well as the ability to apply and critique them in appropriate contexts.

The assessed components are:

- 10% - For class participation; the student must attend and participate, offering insight to other students, taking the lead in whiteboard sessions etc.
- 20% - The students are assigned a specific case study where they are requested to analyse, evaluate the leadership competency, the key characteristics, skills and practical application of the specific leadership competency in order to assess the understanding of relevant topics as well as the ability to evaluate and integrate various concepts.
- 70% Final exam to assess the understanding and knowledge of the entire syllabus.

### **Note**

The course design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes. Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer. Formative feedbacks are provided following Case Study Assessments (CSA), and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## ASSESSMENT WEIGHT

Assignment work: 60%

Final Exam: 40%

## LEARNING RESOURCES

### 6. ESSENTIAL

J.M. KOUZES, 2012. The Leadership Challenge 5th Edition JOSSEY-BASS

A. NAHAVANDI 2015. The Art and Science of Leadership 7<sup>th</sup> Edition PEARSON

R.H. WOODS & J.Z. KING 2010 Leadership & Management in Hospitality Industry 3<sup>rd</sup> Edition AHLA LANSING

### 7. RECOMMENDED

T. MORRISON 2006 Kiss, Bow, or Shake Hands (The Bestselling Guide to Doing Business in More than 60 Countries 2<sup>nd</sup> Edition Adams Media

C.S. DWECK, 2012. A Guide to the Fixed Mindset V the Growth Mindset. 1<sup>st</sup> edition, Constable Books, 2012

L.A. HILL, 2007 Becoming the Boss, Harvard Business Review

C.S. DWECK, 2000. Their Role in Motivation, Personality & Development; Essays in Social Psychology, P. Press

R.S. NADLER 2011 Leading with Emotional Intelligence, Hands-On Strategies Building Confidence McGraw Hill

M. GERZON 2006. Leading through Conflict, How Successful Leaders Transform Differences

R. MOSS KANTER Change Masters: Corporate Entrepreneurs at Work London: Taylor & Francis, 2005

T. GOSS, R. PACALE, and A. ATHOS, "The Reinvention Roller Coaster: Risking the Present for a Powerful Future," Harvard Business Review, November–December 2013

T.J. PETERS AND R.H. WATERMAN, In Search of Excellence: Lessons from America's Best-Run Companies New York: HarperCollins, 2004

### 8. INTERNET SITES

For more information, visit the following Internet sites. Remember that Internet addresses can change without notice. If the site is no longer there, you can use a search engine to look for additional sites.

International Organization Standardization (ISO)

[www.iso.org](http://www.iso.org)

Juran Institute [www.juran.com](http://www.juran.com)

International Reading Association [www.reading.org](http://www.reading.org)

Business Ethics [www.business-ethics.com](http://www.business-ethics.com)

International Business Ethics Institute

[www.businessethics.org](http://www.businessethics.org)

W. Edwards Deming Institute [www.deming.org](http://www.deming.org)

Casino Careers Online [www.casinocareers.com](http://www.casinocareers.com)

H. Careers [www.hcareers.com](http://www.hcareers.com)

**Name of the Course Unit****Module****Programme****Last Revision****ECTS****Semester****Hours Tutorials/Assignments****Type of Course****Specialisation****Method****Dean/Senior Lecturer****Research Coordinator/Senior Lecturer****Titular/Senior Lecturer**

<b>BUSINESS PLAN</b>	
<b>AM 5094</b>	
Master in International Hospitality & Tourism Management	
2016.2017	
<b>a. 5.0</b>	<b>b. 15.0</b>
<b>1</b>	<b>2/3/4</b>
<b>a. 30h</b>	<b>b. 610h</b>
Major	
Compulsory for all specialisation option	
a. On Campus (Guidance & Research Method )	
b. Off Campus (Project Realisation & Follow-up)	
S. DEMAEGHT	
S. HERTRICH	
P. MARICQ	

**COURSE DESCRIPTION**

This first part of this extensive module provides students with a means of developing further their skills in research & analysis in order to realise their final assignment, knowing being a Business Plan (i.e. Final Work Paper FWP). It presents the key elements and issues of research design, of processes of collecting evidence, analyzing these, and of finally drawing conclusions taking into consideration multiple scenarios. The module also introduces some of the key controversies of management research, so that the participant not only comes to understand the processes and problems of producing innovative research outcomes, but also becomes a more sophisticated consumer of these in their various forms of dissemination. This second part provides specifically students with the means of further developing their Business Plan. They have to integrate the skills and knowledge acquired on the MA through application to a specific organizational issue or problem. It enables students to demonstrate proficiency in relation to scoping the issue(s)/problems, consideration of appropriate literature, collection and analysis of data, assessing the financial implications, including any cost/benefit analysis for justifying specific recommendations and consideration of implementation issues. The final purpose of this double module is to encourage students to go beyond boundaries of the academic environment and therefore produce an outperforming added value to the industry by encouraging them that these final assignments could serve as a reference for their own career and/or future employer(s).

**LEARNING OUTCOMES**

On completion of these modules the successful student will be able to:

**KNOWLEDGE**

1. Demonstrate a broad understanding of the range of tools and techniques available to the researcher
2. Critically evaluate key epistemological issues in the field of research
3. Demonstrate clarity of task/issue and scope
4. Assess and critically evaluate relevant literature
5. Display knowledge of management issues relating to the project
6. Evaluate requirements for data collection and interpretation

**SKILLS**

1. Identify appropriate subjects for developing a research project
2. Construct an appropriate and effective research design and methodology for a research topic
3. Demonstrate self-direction in managing their individual projects
4. Synthesise theoretical ideas and apply them in practice
5. Demonstrate proficiency in the analysis and interpretation of relevant data
6. Develop and justify recommendations to meet the expectations of a professional audience
7. Use effectively quantitative and qualitative research techniques

**SYLLABUS CONTENT****Business plan (FWP)**

Introduction and purposes to Business Planning - Glossary of keys terms & abbreviations - The Business Plan Structure: The thin red line - Shaping and writing a winning Business Plan: The thick red line - Business Planning: The Financial streams - Useful links (reading and internet research)

**LEARNING, TEACHING & ASSESSMENT METHODS**

This course utilises a learner-centred approach, employing directed reading, resource-based learning and online tutorial guidance as primary supports. Students are expected to engage in self-managed learning activities. Class based or virtual discussions areas enable individuals to develop their ability to critically analyse a variety of research designs.

The module links directly with the action/research project, and like that module there is an expectation that students will manage their own learning, and learn from experience. Students are provided through the syllabi with the knowledge and skills to undertake the assignment.

Students are expected to reflect on their learning's in different management areas and develop a holistic perspective in these workshops. This would enable identification/development of projects of interest which would get refined over time through discussions with the lecturer and culminate in submission of a formal project proposal.

Students will have regular tutorials (either face to face or online as appropriate) at different stages of the project to address issues and provide guidance with the lecturer. It is expected that the students will manage their own learning, and learn from experience, research and analysis all throughout their project. Formative assessment consists of tutor feedback while developing the project proposal and while doing the project.

## ASSESSMENT SCHEME & WEIGHT

Summative assessment (all learning outcomes) consists of:

○	Preparation – Yearly work ongoing evaluation	20%	<b>Allotted time</b>	
○	Project report	50%	Business Plan	45 min
○	Oral presentation and defence to an audience	30%	Dissertation	60 min
	<b>TOTAL</b>	<b>100%</b>		

### Note

The course design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes. Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer. Formative feedbacks are provided following Case Study Assessments (CSA), and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## LEARNING RESSOURCES

### ESSENTIAL

SYLLABI – Research methods for assignments with all links embedded

STUDENT HAND BOOK - Two specific directives: "Instructions, procedures and advice relative to the research assignments" (TITLES XXVI), and "Instructions, procedures and advice relative to the dissertation" (TITLES XXVII) – BBI 2016.

### Additional

Various texts are likely to be relevant depending on whether the final project is based on a consultancy-type project or a business plan. A crucial source of learning resource material on this module is also likely to be journal articles in both academic and practitioner journals and business information databases relating to consultancy and entrepreneurship, including the Institute for Business Consultancy (IBC). For additional reading and further internet research, please see the syllabi.

### RECOMMENDED

S.M. LEWIS, P. THORNHILL 2012 Research Methods for Business Students 6<sup>th</sup> Edition) FT Prentice Hall

M. CHICHESTER EASTERBY-SMITH, R. THORPE 2008 Management Research: Theory & Research Sage London

GRISERI P. 2002 Management Knowledge Palgrave London

GILL J. & JOHNSON P. 2010 Research methods for managers 4<sup>th</sup> Edition) Sage London

REMENYI D. WILLIAMS B. MONEY A. & SWARTZ E. 2005 Research in Business and Management Sage London

BELL J, 2010 Doing your Research Project 5<sup>th</sup> Edition Open University

COLLIS J. & HUSSEY R. 2009 Business Research: Practical guide for postgraduate students 3<sup>RD</sup> Ed. Macmillan

COPE M. 2010 The Seven Cs of Consulting, 3<sup>RD</sup> Edition FT Prentice Hall

CZERNIAWSKA F. & MAY P. 2006 Management Consulting in Practice, KOGAN Page London

OSTERWALDER A. & PIGNEUR Y. 2010 Business Model Generation Wiley

HOSPITALITY FINANCIAL & TECHNOLOGY PROFESSIONALS 2014 Uniform System of Accounts - Lodging Ind. 11<sup>th</sup> Edition HANY Inc

**Name of the Course Unit****Module****Programme****Last Revision****ECTS****Semester****Hours Tuitions/Assignments****Type of Course****Specialisation****Method****Dean/Senior Lecturer****Research Coordinator/Senior Lecturer****Titular/Senior Lecturer**

<b>DISSERTATION</b>	
<b>AM 5096</b>	
Master in International Hospitality & Tourism Management	
2016.2017	
<b>a. 5.0</b>	<b>b. 20.0</b>
<b>1</b>	<b>2/3/4</b>
<b>a. 30h</b>	<b>b. 610h</b>
Major	
Compulsory for all specialisation option	
a. On Campus (Guidance & Research Method)	
b. Off Campus (Project Realisation & Follow-up)	
S. DEMAEGHT	
S. HERTRICH	
P. MARICQ	

**COURSE DESCRIPTION**

This first part of this extensive module provides students with a means of developing further their skills in research & analysis in order to realise their final assignment, knowing their Master Dissertation (M.DIS). It presents the key elements and issues of research design, of processes of collecting evidence, analyzing these, and of finally drawing conclusions taking into consideration multiple scenarios. The module also introduces some of the key controversies of management research, so that the participant not only comes to understand the processes and problems of producing innovative research outcomes, but also becomes a more sophisticated consumer of these in their various forms of dissemination. This second part provides specifically students with the means of further developing their master dissertation. They have to integrate the skills and knowledge acquired on the MA through application to a specific organizational issue or problem. It enables students to demonstrate proficiency in relation to scoping the issue(s)/problems, consideration of appropriate literature, collection and analysis of data, assessing the financial implications, including any cost/benefit analysis for justifying specific recommendations and consideration of implementation issues. The final purpose of this double module is to encourage students to go beyond boundaries of the academic environment and therefore produce an outperforming added value to the industry by encouraging them that these final assignments could serve as a reference for their own career and/or future employer(s).

**LEARNING OUTCOMES**

On completion of these modules the successful student will be able to:

**KNOWLEDGE**

1. Demonstrate a broad understanding of the range of tools and techniques available to the researcher
2. Critically evaluate key epistemological issues in the field of research
3. Demonstrate clarity of task/issue and scope
4. Assess and critically evaluate relevant literature
5. Display knowledge of management issues relating to the project
6. Evaluate requirements for data collection and interpretation

**SKILLS**

1. Identify appropriate subjects for developing a research project
2. Construct an appropriate and effective research design and methodology for a research topic
3. Demonstrate self-direction in managing their individual projects
4. Synthesise theoretical ideas and apply them in practice
5. Demonstrate proficiency in the analysis and interpretation of relevant data
6. Develop and justify recommendations to meet the expectations of a professional audience
7. Use effectively quantitative and qualitative research techniques

**SYLLABUS CONTENT****Dissertation (M.Dis)**

Introduction - General considerations - Dissertation plan proposal - Overall information - Reminder - Guidance - Steps and stages - Guidelines for the Dissertation Plan Proposal - Length of the Final Paper - Writing rules - A word concerning the "General conclusions" - Examination - Examiners Panel - The Oral exam - Evaluation criteria - Score zones for evaluating the written work - Confidentiality - Last recommendations - Annexes - Useful links (reading and internet research)

**LEARNING, TEACHING & ASSESSMENT METHODS**

This course utilises a learner-centred approach, employing directed reading, resource-based learning and online tutorial guidance as primary supports. Students are expected to engage in self-managed learning activities. Class based or virtual discussions areas enable individuals to develop their ability to critically analyse a variety of research designs. The module links directly with the action/research project, and like that module there is an expectation that students will manage their own learning, and learn from experience. Students are provided through the syllabi with the knowledge and skills to undertake the assignment.

Students are expected to reflect on their learning's in different management areas and develop a holistic perspective in these workshops. This would enable identification/development of projects of interest which would get refined over time through

discussions with the lecturer and culminate in submission of a formal project proposal. Students will have to choose a tutor (supervisor) who will have regular tutorials (either face to face or online as appropriate) at different stages of the project to address issues and provide guidance. It is expected that the students will manage their own learning, and learn from experience, research and analysis all throughout their project. In order to promote learning from and about the process itself, students are required to include in their submission (M.Dis subject proposal) a short reflective work plan summarising the project process, objective and methodology, approved by the tutor. Formative assessment consists of tutor feedback while developing the project proposal and while doing the project.

## ASSESSMENT SCHEME & WEIGHT

Summative assessment (all learning outcomes) consists of:

○	Preparation – Yearly work ongoing evaluation	20%	<b>Allotted time</b>	
○	Project report	50%	Business Plan	45 min
○	Oral presentation and defence to an audience	30%	Dissertation	60 min
	<b>TOTAL</b>	<b>100%</b>		

### Note

The course design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes. Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer. Formative feedbacks are provided following Case Study Assessments (CSA), and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## LEARNING RESSOURCES

### ESSENTIAL

- SYLLABI – Research methods for assignments with all links embedded
- STUDENT HAND BOOK - Two specific directives: “Instructions, procedures and advice relative to the research assignments” (TITLES XXVI), and “Instructions, procedures and advice relative to the dissertation” (TITLES XXVII) – BBI 2016.
- HOSPITALITY FINANCIAL & TECHNOLOGY PROFESSIONALS 2014 Uniform System of Accounts - Lodging Ind. 11<sup>th</sup> Edition HANY Inc

### Additional

Various texts are likely to be relevant depending on whether the final project is based on a consultancy-type project or a business plan. A crucial source of learning resource material on this module is also likely to be journal articles in both academic and practitioner journals and business information databases relating to consultancy and entrepreneurship, including the Institute for Business Consultancy (IBC). For additional reading and further internet research, please see the syllabi.

### RECOMMENDED

- S.M. LEWIS, P. THORNHILL 2012 Research Methods for Business Students 6<sup>th</sup> Edition) FT Prentice Hall
- M. CHICHESTER EASTERBY-SMITH, R. THORPE 2008 Management Research: Theory & Research Sage London
- GRISERI P. 2002 Management Knowledge Palgrave London
- GILL J. & JOHNSON P. 2010 Research methods for managers 4<sup>th</sup> Edition) Sage London
- REMENYI D. WILLIAMS B. MONEY A. & SWARTZ E. 2005 Research in Business and Management Sage London
- BELL J, 2010 Doing your Research Project 5<sup>th</sup> Edition Open University
- COLLIS J. & HUSSEY R. 2009 Business Research: Practical guide for postgraduate students 3<sup>RD</sup> Ed. Macmillan
- COPE M. 2010 The Seven Cs of Consulting, 3<sup>RD</sup> Edition FT Prentice Hall
- CZERNIAWSKA F. & MAY P. 2006 Management Consulting in Practice, KOGAN Page London
- OSTERWALDER A. & PIGNEUR Y. 2010 Business Model Generation Wiley

**Name of the Course Unit****Module****Programme****Last Revision****ECTS****Semester****Period****Type of Course****Specialisation****Method****Dean/Senior Lecturer****Internship Supervisors/Administration****INTERNSHIP****AM 5097**

Master in International Hospitality &amp; Tourism Management

2016.2017

40.0

1 /2

12 Consecutive months

Major

Compulsory for all specialisation option

Off Campus

S. DEMAEGHT

P. BLANCHARD &amp; V. GABRIEL

**MODULE DESCRIPTION**

The internship provides an opportunity for the student to apply the knowledge and skills learned during the year of study. By working as Trainee in a hotel or at the head office of a Hotel Group or at any related Business Company (e.g. consultancy), the student has the chance to demonstrate to his/her immediate supervisor, his/her ability to perform the assigned task and work with others under the prevailing conditions. Writing a report about his/her experience will reinforce the student's ability to reflect on his/her experience. The expectations on the student are increasingly stringent and they reflect the guidelines as stipulated in the Learning Outcomes. Ideally trainings are considered as **"Specific Project"** and must have a specific focus on job-related goals identified by the sponsoring company. Each project is undertaken to be part of normal job responsibilities in a hospitality business. It is intended to provide supervision and structure in the work environment.

In the framework of the **"Specific Project"**, students could be requested to participate in all missions encompassing applied research in the matter of:

- General management (administration), in marketing (marketing plan), in finances (business plan) and human resources
- Development of internal or external project (new opening, enlargement of restaurant, remodelling etc)
- Restructuring projects for internal sectors (operational)
- Quality audit and operational best practices and the anchoring of progress steps and of performance

**LEARNING OUTCOMES**

On completion of these modules the successful student is expected to:

**KNOWLEDGE**

1. Show an understanding of business operations and actions taken by management.
2. Gain understanding of the profit concept and develop a profit consciousness.
3. Have increased his/her knowledge of the specific field he/she worked in.
4. Have developed his/her criticism on the sector and the company he/she worked in.
5. Have developed the ability of creativity, key for the future manager as well as for a future company owner, to be open-minded and able to take initiative, prepared to detect change, accept it and master it.
6. Have acquired and able to master the management methods allowing the practical application of these methods in all functions of the company.

**SKILLS**

1. Demonstrate his/her ability to work and lead in an organizational environment, work under pressure and develop a sense of responsibility.
2. Demonstrate a practical implementation of the theoretical skills acquired.
3. Show appreciation of working in and manage a team and ability to motivate, train a team and manage their responsibilities
4. Demonstrate an ability to write a comprehensive report giving a 'business' summary of their experience in the organization for which they worked (in a formal report format).
5. Analyse the various department for which they work. They are expected to contextualize their department and understand the importance of it in the larger organization.
6. Apply a critical analysis that demonstrates further research and a wider understanding of how best practices could be/should be implemented in the organization for which they worked.
7. Be able to develop a critical analysis which evaluate, compare and contrast a project of which the student was either in charge or involved with.

**INTERNSHIP MANUAL****Content**

Training instructions • Foreword • Introduction to the training • Purpose of industry experience • Training's golden rules • Trainings objectives • Operational Training guidelines • Student responsibilities • Intermediary on the job training reports • Final report • Duration of the training • Student report guidelines • Managerial training guidelines •

The TRAINING MANUAL has been designed to develop effective Hotel Managers of the future through the internships period. The scheme is designed to give trainees exposure to various managerial aspects of a hotel.

Managerial training guidelines are defined in the administrative document 158. ADM 2. Internship ADVANCED MANAGERIAL INSTRUCTIONS. This comprehensive hospitality training guidelines is designed to integrate professional development and business and cultural awareness skills with a structured, varied on-site training programme. It strives also to develop future hospitality managers dedicated to providing excellent guest service in a multicultural workplace. Students are expected to be responsible for a **management aspect of the business (line) or a specific project as project assistant manager (staff)** they will be part of for the duration of the internship.

They will be able to build on the foundation previously acquired, and contribute with measurable significance. The specific tasks the students will be responsible for have to be defined by and agreed with the company beforehand, according to the nature and scope of activities of the company.

## LEARNING, TEACHING & ASSESSMENT METHODS

- Internship coordination meeting: introduction into training and legal aspects
- Internship coordination meeting: specific hospitality partnership days
- Internship interview at BBI and training company
- Intermediate reporting and follow up during training

For the training to be effective, it is essential that it be monitored by means of the hotel management checking that the trainee is meeting all the objectives of the training programme. This must be done on completion of each area of training in order for the Trainee to be in the position, either to run the department under supervision, or to effectively manage the department and/or to successfully finalise the **Specific Project** in which the student is involved. The internship period should reflect their ability to gain access and ask pertinent questions. The students are expected use this ability to critically analyse an area of the business they are working in. They must use their theoretical knowledge to understand why particular activities take place and possibly if these could be bettered. The critical analysis, as written in the final report, should reflect the students thirst for understanding and desire to implement BEST PRACTICES. During training students must communicate with the internship coordinator via e-mail at least twice per month (Intermediary Reports) in order to follow an ongoing assessment. At the end of the training period, it is solely the student's responsibility to submit a thorough and consistent final report that has to be prepared with care and clear focus/objective, added with the PROFESSIONAL ASSESSMENT done by the SPONSOR and the monthly requested intermediary on-the-job training reports. All assessments will be added and the final training grade will be derived from four components of student performance.

## ASSESSMENT SCHEME

How to present the report – how it begins, develops and ends. A logical structure, headings, subheadings and paragraphs must be used throughout the document. The final report must compulsory include the following item:

- A clear and well-defined job description, an analysis of the job and work performed a detailed description of duties given, responsibilities agreed, and how they were achieved.
- A description of the company and the department where the internship was performed
- A full account of the department the student worked in, how it interacts with other departments
- A critical analysis which could evaluate, compare and contrast, define, classify and analyse of a project of the company which the student was either in charge or involved with. Demonstrate, using theoretical knowledge acquired how things are done/could be done/aren't done

The final paper will be graded subjectively with the following items of critical importance:

- Organization and written presentation of the report, including grammar, spelling, content, exhibits, numbering systems, and graphics.
- Quality and depth of analysis of the problem or subject of the research.
- Quality and depth of the findings and conclusions.
- Quality and depth of recommendations.

## ASSESSMENT WEIGHT

Intermediary Reports - Ongoing assessment (school)	20 %
Professional Assessment – (company)	50 %
Final Report (school + company)	<u>30 %</u>
Total	100 %

## LEARNING MATERIALS

### ESSENTIAL

Internship Placement: Students are expected to use the essential and recommended material from the courses relating to the subject modules of their internship placement.

Internship Report: They are further expected to use the learning material contained in the trainee manual and report writing models (library) for assistance with the internship report.

- BBI training instructions – golden rules
- Internship contract (Trilateral - Hotel, BBI and the student)
- Report and assessment form

### RECOMMENDED

- H. KERZNER 2009 Project Management – Planning, Scheduling and Controlling 4<sup>th</sup> Edition VANNOTRAND REINHOLD
- Training company website
- Career Development Services, [career.services@csuci.edu](mailto:career.services@csuci.edu)
- [www.csuci.edu/careerdevelopment/](http://www.csuci.edu/careerdevelopment/)

Name of the Course Unit  
Module(s)

Programme

Last Revision

ECTS/Per Option

ECTS/Per Related Course

Semester

Hours

Type of Course

Specialisation

Method

Dean/Senior Lecturer

Research Coordinator/Senior Lecturer

Titular/Senior Lecturer(s)

## ASSIGNMENT FOR SPECIALISATION OPTIONS - CASE STUDY

### AS – Specialisation Options

AS 4080	AS 4678	AS 4703	AS 4702	AS 4078	AS 4885	AS 4676
AS 4052	AS 4700	AS 4620	AS 4466	AS 4701	AS 4357	AS 4428

Master in International Hospitality & Tourism Management

2016.2017

20.0/Option	8.0/Case Study	12.0/Modules
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5.0/Course	2.0/Case Study	3.0/Module
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Not applicable

Variable

Per specialisation option courses

Compulsory for four specialisation option

Off Campus

S. DEMAEGHT

S. HERTRICH

P. MARICQ - H. DEMEYER - P. HOREKENS - M. BUYCK - S.TOUMIA  
M. KRIELE - F.MIOLÉ - H. DEMEYER - A. WINNENPENNINGX

## COURSE DESCRIPTION

The aim of performing Business Cases and/or Case studies by BBI Master Level students is essential. These business cases and/or case studies capture the reasoning for initiating a project or task. It is presented in a well-structured written document, but may also sometimes come in the form of a short verbal argument or presentation. The logic of the BBI business cases/case studies is that, whenever resources such as money or effort are consumed, they should be in support of a specific business need. These compelling business cases adequately capture both the quantifiable and non-quantifiable characteristics of a proposed project. These business cases can range from comprehensive and highly structured, as required by formal project management methodologies, to informal and brief. Information included in a formal business case could be the background of a project, the expected business benefits, the strategic options considered (with reasons for rejecting or carrying forward each option), expected costs of the project, a gap analysis and the expected risks. These business cases are created to help students to virtually stand as decision-makers in order ensure that:

1. Their proposed initiatives will have value and relative priority compared to alternative initiatives based on the objectives and expected benefits laid out in the business case,
2. The performance indicators they found and analyzed in the business case are identified to be used for proactive realization of the business and behavioral change.

## LEARNING OUTCOMES

On completion of Business Cases and/or Case studies, the successful students are expected to:

### KNOWLEDGE

Critically evaluate the nature of certain challenges and explore the relationship of solutions to those problems.

1. Discover academic & theoretical principles and concepts in the context of real world problems facing society.
2. Understand and articulate the differences in experimental design, depending upon the questions to be answered.
3. Determine the validity and reliability of experimental data, and critically assess case study statements based on that data.

### SKILLS

1. Approach problems through collaborative (interdisciplinary) teams.
2. Develop appreciation of the interdisciplinary nature of the scientific process and scientific solutions to problems.
3. Master the quantitative basis for evaluating the magnitudes and rates pertinent to these challenges, and the quantitative assessment of causal relationships.
4. Use and interpret primary data in formulating a pragmatic argument.
5. Gain confidence in the ability to design a process to seek solutions through observation and analytical reasoning.
6. Assess the appropriateness of methodologies or tools utilized to perform investigations.
7. Formulate solutions and scenarios to these existing challenges

The resulting body of 'BBI case study research' has a prominent place in many disciplines learned by the students across their academic background. In doing case study research and as described above, the "case" being studied may be an individual, organization, event, or action, existing in a specific time and place. When "case" is used in an abstract sense, as in a claim, a proposition, or an argument, such a case can be the subject of many research methods, not just case study research.

## CASE STUDY CONTENT

The case studies are about person(s), group(s), or situation(s) that has been studied over time. If the case study, for instance, is about a group, it describes the behavior of the group as a whole, not the behavior of each individual in the group. The case studies can be produced by following a formal research method. These case studies are likely to appear in formal research venues, as journals and professional conferences, rather than popular works.

One approach of BBI sees the defined as an empirical inquiry that investigates a phenomenon within its real life context. BBI Case-study research can mean single and multiple case studies, it can include quantitative evidence, also relying on multiple sources of

evidence, and benefits from the prior development of theoretical propositions. BBI illustrative case studies are primarily descriptive studies. They typically utilize one or two instances of an event to show the existing situation. These illustrative case studies serve primarily to make the unfamiliar familiar and to give students a common language about the topic in question. BBI also uses exploratory or pilot case studies. These are condensed case studies performed before implementing a large scale investigation. Their basic function is to help identify questions and select types of measurement prior to the main investigation to be performed by the students. In addition, some BBI case studies can be cumulative case studies. They serve to aggregate information from several sites collected at different times. The idea behind these studies is the collection of past studies which will allow for greater generalization without additional cost or time being expended on new, possibly repetitive studies. Finally, BBI is using critical instance case studies. They examine one or more sites for either the purpose of examining a situation of unique interest with little to no interest in generalizability, or to call into question or challenge a highly generalized or universal assertion. All these various BBI case study approaches and related methods are useful for answering cause and effect questions.

## LEARNING, TEACHING & ASSESSMENT METHODS

Students will be challenged to grasp the concept of independent learning, and then apply it to succeed in this module. The length of time required to complete the module varies greatly among students, depending on the time availability and the effort one is willing to put into it. The module design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a case study assessment (CSA). The structure of the CASE STUDY includes all the knowledge acquired with the study of the 4 modules, constituting the option chosen by the student.

Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer and/or the coordinator. Formative feedback is provided following a CSA, and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## ASSESSMENT SCHEME

Formative feedback will be provided through business simulation activities, specific cases and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Assessment consists of a case study selected in order to ensure students demonstrate an overall understanding of relevant concepts and techniques as well as the ability to apply and critique them in appropriate contexts:

- 100% - The assignment concerns of a written analysis summarizing, commenting and criticizing a case study, related topic to assess the understanding of relevant topics as well as the ability to evaluate and integrate various concepts; this is an individual score.

## ASSESSMENT WEIGHT

Assignment work: 100%

## LEARNING RESSOURCES

### SOURCES

The sources of many BBI Business Cases / Case studies are a result of research & affiliation of BBI mainly at the CCMP Center (France) of case studies and other similar centers working among the network of worldwide known Master Schools/Universities (e.g. INSEAD, STRASBOURG University, IAE Lyon, CORNELL University, JOHNSON & WALES University, MICHIGAN STATE University, ORLANDO University, etc.)

Examples:

<https://hbr.org/store/case-studies>

<https://cases.insead.edu/publishing/>

<https://www.gsb.stanford.edu/faculty-research/case-studies>

<https://www.thecasecentre.org/main/>

<https://library.mcmaster.ca/find/business-cases>

In addition, BBI has access to the inspection notes of all these business cases in order for the professors or senior lecturers to have guidance about the perspectives and/or solutions of the cases. These inspection notes are not accessible to students

### ESSENTIAL LINKS

<http://fr.slideshare.net/guest3762ea6/case-studies-power-point>

<http://fr.slideshare.net/Triptisahu/case-study-solving-technique>

<http://fr.slideshare.net/RiyajShah/how-to-solve-a-case-study>

<https://cases.insead.edu/publishing/>

<https://cases.insead.edu/publishing/latest-case-studies>

### RECOMMENDED

**Harvard Business School:** 'Introduction to the case study method'

(<http://isites.harvard.edu/fs/docs/icb.topic1419745.files/Intro%20to%20the%20Case%20Study.pdf>)

**Business Case Method**

<http://ondernemeninwelzijn.com/wp-content/uploads/2013/06/SPICE-Business-Case-Method-Christiaan-Stam.pdf>

**A Guide to Case Analysis - McGraw Hill Higher Education**

[file:///C:/Users/User/AppData/Local/Microsoft/Windows/INetCache/IE/OH1A7WMX/guide to case analysis.pdf](file:///C:/Users/User/AppData/Local/Microsoft/Windows/INetCache/IE/OH1A7WMX/guide%20to%20case%20analysis.pdf)

**Name of the Course Unit****Module****Programme****Last Revision****ECTS****Semester****Hours Tuitions/Assignments/Notional****Type of Course****Specialisation****Method****Dean/Senior Lecturer****Research Coordinator/Senior Lecturer****Titular/Senior Lecturer****MARKETING RESEARCH METHODOLOGIES****AS 4052**

Master in International Hospitality &amp; Tourism Management

2016.2017

3.0

2

60

75

135

ISC - Independent Study Course

Option 1 - Marketing Management

Off Campus

S. DEMAEGHT

S. HERTRICH

A.WINNENPENNINCKX - H. DE MEYER

**COURSE DESCRIPTION**

The broad purpose and general intention of the module, is to present a concise overview of marketing research approach that engages students and covers concepts at various level, deemphasizing statistics and formulas. The module helps students to understand and apply the principles of designing and conducting high quality quantitative and qualitative marketing research and to give them the study skills to confidently design all stages of the marketing research process. The module enables students to develop a knowledge and understanding of the principles, purposes, processes, and practices of Marketing Research on the Social Web; and increase their knowledge of Social Media as a modality for their market research and career development projects. The module is designed to treat students as users of knowledge and skills outside of the scholarly field of Marketing Research.

**LEARNING OUTCOMES**

On completion of these modules the successful student is expected to:

**KNOWLEDGE**

1. Demonstrate knowledge and understanding of essential key competencies of the marketing research process and compare the basic research design: exploratory, descriptive and causal.
2. Demonstrate knowledge and understanding of the fundamentals, purposes, processes, and practices of a socially connected global marketplace and the ability to relate and apply this knowledge within roles and organizations.
3. Demonstrate the difference between qualitative and quantitative research used in marketing research and classify quantitative survey methods and describe the various techniques.
4. Describe the process of designing a questionnaire, the steps involved, and guidelines that must be followed at each step.

**SKILLS**

1. Distinguish authentic tasks that demonstrate meaningful application skills essential to defining their persona; managing their reputation, and building an authentically remarkable brand.
2. Demonstrate the procedure for selecting data analysis strategy, the factors influencing the process and the stages involved in analysing qualitative data and the different sources of secondary data, from internal to external users.
3. Demonstrate the nature and value of social media research with an emphasis on best practices.
4. Communicate social media concepts and relationships that have relevance to the real-world, exercising critical thinking in making decisions about alternative courses of action.
5. Demonstrate the sampling design process, the probability sampling techniques to develop a framework for conducting international marketing research .
6. Demonstrate an understanding of the skills, abilities, and tools needed to setting goals, taking personal responsibility for learning, self-evaluation, and approaching business presentations and public speaking in a structured manner.

**SYLLABUS CONTENT**

Management decisions and the marketing research problem - Research objectives and research design - Secondary data collection and analysis; internal and external sources - Qualitative research methods - Descriptive research design : survey, observation and causal research - Social media research methods - Questionnaire design, measurement and scalling - Sampling: design and procedures - Fieldwork and data integrity - Qualitative data analysis - Basic quantitative data analysis - Advanced quantitative data analysis - Report preparation and presentation - International marketing research

**LEARNING, TEACHING & ASSESSMENT METHODS**

Students will be challenged to grasp the concept of independent learning, and then apply it to succeed in this module. The length of time required to complete the module varies greatly among students, depending on the time availability and the effort one is willing to put into it. The module design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a case study assessment (CSA). Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer and/or the coordinator.

Formative feedback is provided following a CSA, and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## ASSESSMENT SCHEME

Formative feedback will be provided through business simulation activities, specific cases and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Summative assessment consists of two components selected in order to ensure students demonstrate an overall understanding of relevant concepts and techniques as well as the ability to apply and critique them in appropriate contexts.

The two assessed components are:

- 60% - The assignment concerns of a written analysis summarizing, commenting and criticizing a case study, related topic to assess the understanding of relevant topics as well as the ability to evaluate and integrate various concepts; this is an individual score. The structure of the CASE STUDY includes all the knowledge acquired with the study of the 4 modules, constituting the option chosen by the student.
- 40% Final exam to assess the understanding and knowledge of the entire syllabus; this is an individual score.

Considering the ISC system, final exam can be made:

1. On campus - can be presented at any time decided by the student during the academic year.
2. Or at international location indicated by BBI under the supervision of a proctor (school and/or consulate).

Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

## ASSESSMENT WEIGHT

Assignment work: 60%

Final Exam: 40%

## LEARNING RESSOURCES

### ESSENTIAL

R. NYKIEL 2012 Handbook of Marketing Research Methodologies 2<sup>nd</sup> Edition ROUDLEGE TAYLOR/FRANCIS  
N.K. MALHOTRA, D.F. BIRKS & P.A. WILLS, Essentials of Marketing Research

### RECOMMENDED

B.SOLIS, 2013 Changing the Way Businesses Create Experiences 1<sup>st</sup> Edition Wiley.  
R.N. BOLLES, 2014 What Color Is Your Parachute? A Practical Manual for Career-Changers Ten Speed.  
R. POYNTER, 2010 The Handbook of Online & Social Media Research: Tools and Techniques for Market Researchers 1<sup>st</sup> Edition Wiley.  
B. SOLIS, 2011. The Complete Guide for Brands and Businesses to Build, Cultivate, and Measure Success in the New Web 1<sup>st</sup> Edition Wiley.  
D. MEERMAN SCOTT, 2010. The New Rules of Marketing and PR: How to Use Social Media, Blogs, News Releases, Online Video, and Viral Marketing to Reach Buyers Directly 2<sup>nd</sup> Edition John Wiley.

### INTERNET SITES

For more information, visit the following Internet sites. Remember that Internet addresses can change without notice. If the site is no longer there, you can use a search engine to look for additional sites.

Harvard Business Review Newsletters - <https://email.hbr.org/preference-center>

**Name of the Course Unit**  
**Module**  
**Programme**  
**Last Revision**  
**ECTS**  
**Semester**  
**Hours Tuitions/Assignments/Notional**  
**Type of Course**  
**Specialisation**  
**Method**  
**Dean/Senior Lecturer**  
**Research Coordinator/Senior Lecturer**  
**Titular/Senior Lecturer**

MARKETING & SEGMENTATION STRATEGIES		
AS 4080		
Master in International Hospitality & Tourism Management		
2016.2017		
3.0 Credits		
2		
60	75	135
ISC - Independent Study Course		
Option 1 - Marketing & Sales Management		
Off Campus		
S. DEMAEGHT		
S. HERTRICH		
A.WINNENPENNINCKX - H. DE MEYER		

## COURSE DESCRIPTION

The course Segmentation Strategies for Hospitality Managers effectively tells how to best use the integrated resources of a hospitality firm to gain and maintain the competitive edge. Examples are taken from the hotel, restaurant, and airline industries to give a well-rounded view of the industry's practical and productive use of segmentation strategies. The course explains advantages and limitations of various segmentation strategies such as relationship or niche marketing to help assist managers in their own future decision-making process. Topics in Segmentation Strategies for Hospitality Managers include: Positioning Strategy - Niche Marketing - Relationship Marketing - Marketing trends - Technology's impact on the Hospitality Industry – Branding - Yield management - IT Strategy

## LEARNING OUTCOMES

On completion of this course, the successful student is expected to:

### KNOWLEDGE

1. Demonstrate the different segmentation bases used by the international hospitality industry and what customer segments are targeted by the different hotel's group.
2. Determine the role of hospitality employees in the niche marketing and list the advantages and liabilities of serving more than one niche at the same time.
3. Demonstrate the metrics used to measure the success of a Relationship Marketing programme for a hospitality industry.
4. Demonstrate the importance of accurate forecasting for branding and pricing decisions, and explain how does this affect segmentation selection and monitoring.
5. List the Kotler's five specific patterns of target market selection

### SKILLS

1. Evaluate the market research methods used performed by hospitality companies in the selection of target segment.
2. Demonstrate how well a company's segmentation plan is integrated with its yield management system.
3. Identify two marketing trend that will significantly affect a hospitality organization, and explain how these trends will affect marketing to one target segment of this organization.
4. Outline the security systems are in place to protect the guests of a hospitality organization.

## SYLLABUS CONTENT

Introduction to Segmentation - Segmentation Bases - Niche Marketing - Niche Marketing for Hotel Managers - Relationship Marketing - Special issues in Segmentation - The Impact of Marketing Trends on Segment Selection - The Segmentation Process - Positioning Strategy - The Impact of New Technology on the Hospitality Industry - Your Segmentation Battle Plan : Strategy and Tactics

## LEARNING, TEACHING & ASSESSMENT METHODS

Students will be challenged to grasp the concept of independent learning, and then apply it to succeed in this module. The length of time required to complete the module varies greatly among students, depending on the time availability and the effort one is willing to put into it. The module design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a case study assessment (CSA). Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer and/or the coordinator.

Formative feedback is provided following a CSA, and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## ASSESSMENT SCHEME

Formative feedback will be provided through business simulation activities, specific cases and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Summative assessment consists of two

components selected in order to ensure students demonstrate an overall understanding of relevant concepts and techniques as well as the ability to apply and critique them in appropriate contexts.

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- 40% Final exam to assess the understanding and knowledge of the entire syllabus; this is an individual score.

Considering the ISC system, final exam can be made:

1. On campus - can be presented at any time decided by the student during the academic year.

2. Or at international location indicated by BBI under the supervision of a proctor (school and/or consulate).

Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

## **ASSESSMENT WEIGHT**

Assignment work: 60%

Final Exam: 40%

## **LEARNING RESSOURCES**

### **ESSENTIAL**

R.M.MORITT 2015 Segmentation Strategies Hospitality Target Marketing John Wiley & Sons

### **RECOMMENDED**

B. BROTHERTON 2014 Contemporary Hospitality Marketing Research John Wiley & Sons

R. HARRILL, 2012 Fundamentals of destination management and marketing, AHLE Lansing

SUNGSOO PYO 2014 Benchmarks in Hospitality and Tourism Haworth Publishing

R. D. REID & DAVID C. BOJANIC 2013 Hospitality Marketing Management John Wiley & Sons

P. KOTLER, BOUWEN & MAKENS 2009 Marketing Hospitality and Tourism Prentice Hall

L. REICH 2012 Marketing Management for the Hospitality Industry John Wiley & Sons

**Name of the Course Unit****Module****Programme****Last Revision****ECTS****Semester****Hours Tuitions/Assignments/Notional****Type of Course****Specialisation****Method****Dean/Senior Lecturer****Research Coordinator/Senior Lecturer****Titular/Senior Lecturer****HOTEL SUSTAINABLE DEVELOPMENT****AS 4678**

Master in International Hospitality &amp; Tourism Management

2016.2017

3.0

2

60

75

135

ISC - Independent Study Course

Option 1 - Marketing &amp; Sales Management

Off Campus

S. DEMAEGHT

S. HERTRICH

A.WINNENPENNINCKX - H. DE MEYER

**COURSE DESCRIPTION**

This course explains the effective way to operationalize the concept of sustainable development in the hospitality industry and demonstrate how sustainability affects regulatory, policy, development, architectural, financial, and operational issues. The goal of Sustainable Development course is clearly to secure economic development, social equity, and environmental protection presents the most important aspects of sustainable development of much interest to hotel owners, operators, investors and developers. This course is divided into four parts, each part presents and develops important elements in the implementation of sustainable development to provide valuable insights to hospitality investors, developers, owners, and lodging operators.

Part 1 : Historical context – Local and Global Perspectives

Part 2 : Development and Investment Perspectives

Part 3 : Hotel Corporate and Property Perspectives

Part 4 : Operating perspectives

**LEARNING OUTCOMES**

On successful completion of this module the students will be able to:

**KNOWLEDGE**

1. Demonstrate the impact of climate change legislation on environmental regulations and how it affect the industry.
2. Explain the difference and benefit of the various sustainability programmes developed for the hospitality industry.
3. Explain LEED and the concept of Green buildings as a sustainable business solution.
4. Demonstrate the benefits of using historic building to develop hotels in sustainable development
5. Demonstrate the different sustainable development strategies and best practices used by international hotel groups.
6. Define green meetings and its advantages, and list green/sustainability standards and certifications

**SKILLS**

1. Demonstrate designing and developing sustainable high-performance hotels and explain the concept of the livable environmentally sustainable suite (LESS).
2. Identify the advantages of sustainable high-performance hotel design, construction, and operations
3. Apply a sustainable philosophy with the demand for sustainability from stakeholders.
4. Demonstrate and identify sales and marketing strategies to gain « Green » market share.

**SYLLABUS CONTENT**

The Evolution of Sustainable Development in the Hotel Industry - Trends in Sustainability Regulation - An Overview of Sustainable Development Standards and Certifications - LEED and the Growth of Green Building in Lodging - Redefining Sustainable Travel and Tourism in the Twenty-First Century - Developing and Operating Sustainable Resorts : A Case Study - Designing and Developing Sustainable, High-Performing Hotels : An Architectural Perspective - Sustainable Development : Converting Existing Historic Buildings into Hotels - Sustainable Development Strategies and Best Practices : InterContinental Group - Sustainable Development Strategies and Best Practice : The Taj Group of Hotels - Sustainable Development Strategies and Best Practice : The Accor Group - Sustainable Development Strategies at Las Vegas Sands : Vision, Journey, and Future Outlook - High Performance Hospitality : Sustainable Hotel Case Studies - Creating a Culture of Sustainability at the Doubletree Portland - Planning and Delivering Sustainable Meetings and Events - A Guide to Measuring Sustainability - Sustainable Hotel Operations : An Engineering Perspective - Going Green : The Business Impact of Environmental Awareness on Travel - Marketing Sustainability: Practical Tips for Hotel Operators - Understanding and Implementing Carbon-Neutral Policies - Global Hotel Sustainable Development: Drivers and Best Practices - Hospitality, Travel, and the Theory of the Mean - Ethics, Value Systems, and the Professionalization of Hoteliers

**LEARNING, TEACHING & ASSESSMENT METHODS**

Students will be challenged to grasp the concept of independent learning, and then apply it to succeed in this module. The length of time required to complete the module varies greatly among students, depending on the time availability and the effort one is

willing to put into it. The module design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a case study assessment (CSA). Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer and/or the coordinator. Formative feedback is provided following a CSA, and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## **ASSESSMENT SCHEME**

Formative feedback will be provided through business simulation activities, specific cases and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Summative assessment consists of two components selected in order to ensure students demonstrate an overall understanding of relevant concepts and techniques as well as the ability to apply and critique them in appropriate contexts.

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- 60% - The assignment concerns a written analysis summarizing, commenting and criticizing a case study, related topic to assess the understanding of relevant topics as well as the ability to evaluate and integrate various concepts; this is an individual score. The structure of the CASE STUDY includes all the knowledge acquired with the study of the 4 modules, constituting the option chosen by the student.
- 40% Final exam to assess the understanding and knowledge of the entire syllabus; this is an individual score.

Considering the ISC system, final exam can be made:

1. On campus - can be presented at any time decided by the student during the academic year.
2. Or at international location indicated by BBI under the supervision of a proctor (school and/or consulate).

Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

## **ASSESSMENT WEIGHT**

Assignment work: 60%

Final Exam: 40%

## **LEARNING RESSOURCES**

### **ESSENTIAL**

A. J. SINGH & H. HOUDRÉ 2015 Hotel Sustainable Development Principles & Best Practices

P. SLOAN, W.LEGRAND & J. CHEN 2009 Sustainability in the hospitality industry ELSEVIER

### **RECOMMENDED**

J.J.BOUMA, M.JEUCKEN, L.KLINKERS, L. DELOITTE & TOUCH 2008 Sustainable Banking the Greening of Finance Greenleaf Publishing Sheffield

C.O. HOLLIDAY, S. SCHMIDHEINY, P.WATTS, 2002 The business case for sustainable development Greenleaf Publishing Sheffield

D.RINCONES 2005 Green Building Resources Guide US Environmental Protection Agency Chicago

S. SCHMIDHEINY & F.J.ZORRAQUIN 1998 WORLD Business Council for Sustainable Development MIT Press Cambridge

### **INTERNET SITES**

For more information, visit the following Internet sites. Remember that Internet addresses can change without notice. If the site is no longer there, you can use a search engine to look for additional sites.

Institute for applied ecology - [www.oeko.de](http://www.oeko.de)

Jupiter's investment approach – [www.jupiterinternational.com](http://www.jupiterinternational.com)

**Name of the Course Unit****Module****Programme****Last Revision****ECTS****Semester****Hours Tuitions/Assignments/Notional****Type of Course****Specialisation****Method****Dean/Senior Lecturer****Research Coordinator/Senior Lecturer****Titular/Senior Lecturer****ECONOMICS & STATISTICS FOR HOSPITALITY MANAGEMENT****AS 4700**

Master in International Hospitality &amp; Tourism Management

2016.2017

3.0

2

60

75

135

ISC - Independent Study Course

Option 1 - Marketing &amp; Sales Management

Off Campus

S. DEMAEGHT

S. HERTRICH

S. TOUMIA

**COURSE DESCRIPTION**

This course is divided in two parts and designed to equip students with a relevant toolbox of macro economical knowledge as well as statistical techniques relevant for the hospitality industry.

**Part 1 - Economics**

This course introduces economic concepts and their applications in hospitality management. The emphasis is on applications within hospitality organisations. The approach is very flexible to allow the lecturer to use the book for either an industry-based approach or discipline-centred approach, as appropriate. The aim of this course is to provide students with an overview of the main concepts and tools of economics. The aim is for a student to link economic principles to 'explain and understand' business problems. The course will cover both micro and macro economics and explain how these can be used to understand consumers', companies' and government behaviour in the market place.

**Part 2 - Statistics**

The techniques will allow students to extract useful information from data and to describe data populations by analysing samples. The emphasis is on interpretation of statistics found in business contexts. This course focuses on analysis of data and the theoretical underpinnings of probability and statistics. Content includes probability, statistical distribution, sampling, estimation, hypothesis testing, regression, multiple regression, and random process. Statistical inference, probability & sampling distributions, estimation, hypothesis tests, correlation & regression, experimental design, sample survey design, quality sampling, modern business decision theory. In this course students will explore several hospitality scenarios that will help you answer these questions and prepare you to make informed decisions based on statistical analysis.

**LEARNING OUTCOMES**

On completion of this module the successful student will be able to:

**KNOWLEDGE**

1. Explain how economics investigates problem and the economic structure of business
2. Define supply and demand, and explain the concept of elasticity
3. Explain the effect on industry profitability in the short run and in the long run of demand and supply changes
4. Explain how economic activity is measured and describe the trends in economic activity
5. Analyse changes in the market for eating out and drinking out
6. Explain the features of government macroeconomic policy, and how macroeconomic activity and policy affects the hospitality industry
7. Explain the meaning and nature of economies of scale, scope and experience in the hospitality industry
8. Derive the rules for profit maximization
9. List the stages of development of the firm and explain pricing methods in relation to the stages of product development
10. Explain correlation and linear regression analysis

**SKILLS**

1. Assess the changes in tourism relevant to the hotel market
2. Analyse the effective planning of hospitality service production
3. Recognize and describe different types of data
4. Interpret the different ways of summarizing data
5. Identify different types of probability
6. Understand and use of probability distributions
7. Explain normal distributions and the binomial and Poisson distributions

**SYLLABUS CONTENT****Part 1 - Economics**

The approach to economics - The market - Economic trends affecting the hospitality industry - Structural change in the accommodation, food and drink sectors - Macroeconomic fluctuations and the hospitality industry - The hospitality industry and the local economic - Costs and market structure - Market structure and market control - Strategic product development and delivery - Business operations - Business development - Pricing and product development - Maintaining and developing your economic skills

## Part 2 - Statistics

Starting out - Presenting data - Summarizing univariate data - Summarizing bivariate data - Assessing risk - Putting probability to work - Simulating populations - Statistical decision making - Statistical decision making using bivariate data - Managing statistical research

### LEARNING, TEACHING & ASSESSMENT METHODS

Students will be challenged to grasp the concept of independent learning, and then apply it to succeed in this module. The length of time required to complete the module varies greatly among students, depending on the time availability and the effort one is willing to put into it. The module design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a case study assessment (CSA). Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer and/or the coordinator. Formative feedback is provided following a CSA, and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

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- 40% Final exam to assess the understanding and knowledge of the entire syllabus; this is an individual score.

Considering the ISC system, final exam can be made:

1. On campus - can be presented at any time decided by the student during the academic year.
2. Or at international location indicated by BBI under the supervision of a proctor (school and/or consulate).

Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

### ASSESSMENT WEIGHT

Assignment work: 60% + Final Exam: 40%

### LEARNING RESSOURCES

#### ESSENTIAL

P. CULLEN & J. BUGLEAR 2012 Economics & Statistics for Hospitality Management  
G. KELLER 2011. Statistics for Management and Economics 9th Edition CENGAGE Learning  
HOSPITALITY FINANCIAL & TECHNOLOGY PROFESSIONALS 2014 Uniform System of Accounts for Lodging Industry 11<sup>th</sup> Edition H.A.N.Y Inc

#### RECOMMENDED

C. WHEELAN, 2013 Naked Statistics Edition W.W. Norton & Company.  
S. DEVINDERJIT 2006 Data Analysis: A Bayesian Tutorial. 2<sup>nd</sup> Edition Oxford University Press, USA  
G. GRIMMETT 2006. Probability: An Introduction 5<sup>th</sup> Edition. Oxford University Press, USA.  
P.L. HEYNE 2013 The Economic Way of Thinking 13<sup>th</sup> Edition Prentice Hall  
G. CALLAHAN 2004 Economics for Real People, Alabama MISES Institute  
T. SOWELL 2006 Knowledge and Decisions, 7<sup>TH</sup> Edition New York: Basic Books  
L. WHITE 2012 The Clash of Economic Ideas: The Great Policy Debates 2012, Cambridge University Press  
K. DAVID & H. BEGG, 2009 Economics for Business 3<sup>rd</sup> Edition McGraw-Hill Higher Education  
R. GUELL 2009 Issues in Economics Today 6<sup>th</sup> Edition McGraw Hill Higher Education

#### RECOMMENDED NEWSPAPER

The Economist + The International Herald Tribune (business section) + The Wall Street Journal

**Name of the Course Unit****Module****Programme****Last Revision****ECTS****Semester****Hours Tuitions/Assignments/Notional****Type of Course****Specialisation****Method****Dean/Senior Lecturer****Research Coordinator/Senior Lecturer****Titular/Senior Lecturer****CORPORATE FINANCIAL MANAGEMENT****AS 4466**

Master in International Hospitality &amp; Tourism Management

2016.2017

3.0

2

60

75

135

ISC - Independent Study Course

Option 2 – Financial &amp; Accounting Management

Off Campus

S. DEMAEGHT

S. HERTRICH

S. TOUMIA

**COURSE DESCRIPTION**

This course examines important issues in corporate finance from the perspective of financial managers who are responsible for making significant investment and financing decisions. The concept of net present value, suitably adapted to account for taxes, uncertainty, and strategic concerns, is used to analyze how investment and financing decisions interact to affect the value of the firm. The course covers topics that are important to decision-making in marketing, operations management, and corporate strategy. A large portion of the course covers capital budgeting; first without uncertainty and then in the presence of uncertainty. Throughout, emphasis is placed on the interaction between (corporate and personal) taxes and the cost of capital. Topics covered in this context will include leasing and leveraged buyouts. The course also includes a treatment of dividend policy and capital market efficiency, as they relate to the value-maximization objective of the firm.

**LEARNING OUTCOMES**

On completion of this course, the successful student is expected to:

**KNOWLEDGE**

1. Describe and analyse the different financing possibilities open to firms
2. Consider the implications of conflicts of interests between managers, shareholders, and debt holders for the financing decisions of firms.
3. Explain and evaluate initial public offerings and rights issues.
4. Evaluate financial and operating leases.

**SKILLS**

1. Determine the impact of the use of debt capital and gearing on the expected return, risk, and value of a firm's equity capital.
2. Analyse the capital structure decisions of firms.
3. Evaluate the implications of tax for the financing decisions of firms.
4. Determine a firm's cost of capital.
5. Appraise and develop a firm's funding policy.

**SYLLABUS CONTENT**

The Corporation - Introduction to Financial Statement Analysis - Financial Decision Making and the Law of One Price - The Time Value of Money - Interest Rates - Valuing Bonds - Investment Decision Rules - Fundamental of Capital Budgeting - Valuing Stocks - Capital Markets and the Pricing of Risk - Optimal Portfolio Choice and the Capital Asset Pricing Model - Estimating the Cost of Capital - Investor Behavior and Capital Market Efficiency - Capital Structure in a perfect Market - Debt and Taxes - Financial Distress, Managerial Incentives, and Information - Payout Policy - Capital Budgeting and Valuation with Leverage - Valuation and Financial Modeling - Financial Options - Option Valuation - Real Options - Raising Equity Capital - Debt Financing – Leasing - Working Capital Management – Short -Term Financial Planning - Mergers and Acquisitions - Corporate Governance - Risk Management - International Corporate Finance

**LEARNING, TEACHING & ASSESSMENT METHODS**

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1. On campus - can be presented at any time decided by the student during the academic year.

2. Or at international location indicated by BBI under the supervision of a proctor (school and/or consulate).

Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

## **ASSESSMENT WEIGHT**

Assignments work: 60% + Final Exam: 40%

## **LEARNING RESSOURCES**

### **ESSENTIAL**

J. BERK & P. DEMARZO 2014 Corporate Finance, 3<sup>rd</sup> Edition GLOBAL EDITION

G. ARNOLD 2013 Corporate Financial Management 4<sup>TH</sup> Edition PEARSON

HOSPITALITY FINANCIAL & TECHNOLOGY PROFESSIONALS 2014 Uniform System of Accounts for Lodging Industry 11<sup>th</sup> Edition H.A.N.Y Inc

### **RECOMMENDED**

R. BROOKS 2016 Financial Management - Core Concepts 3<sup>rd</sup> Edition PEARSON

G. ARNOLD 2011 MODERN FINANCIAL MARKETS AND INSTITUTIONS 2<sup>ND</sup> Edition PEARSON

W.P.ANDREW, J.W.DAMITIO & R.S.SCHMIDGALL 2007 Financial Management 2<sup>nd</sup> Edition PEARSON

P.ATRILL 2012 Financial Management for Decision Makers 7<sup>th</sup> Edition PEARSON

J. VAN HORNE 2008 Fundamentals of Financial Management 13<sup>th</sup> Edition PRENTICE HALL

JOURNALS - The Wall Street Journal and Financial Times

### **INTERNET SITES**

For more information, visit the following Internet sites. Remember that Internet addresses can change without notice. If the site is no longer there, you can use a search engine to look for additional sites.

The Merrill Lynch Guide to Financial Reports - <http://www.ml.com/media/14069.pdf>

**Name of the Course Unit****Module****Programme****Last Revision****ECTS****Semester****Type of Course****Type of Course****Specialisation****Method****Dean/Senior Lecturer****Research Coordinator/Senior Lecturer****Titular/Senior Lecturer****CAPITAL EXPENDITURE PRACTICE****AS 4620**

Master in International Hospitality &amp; Tourism Management

2016.2017

3.0

2

60

75

135

ISC - Independent Study Course

Option 2 – FINANCIAL &amp; ACCOUNTING MANAGEMENT

Off Campus

S. DEMAEGHT

S. HERTRICH

S. TOUMIA

**COURSE DESCRIPTION**

The purpose of this course is to help students to better evaluate and make informed decisions with regard to capital expenditures for hotel properties. It also demonstrates how hotel assets are subject to cyclical trends and activities, as well as the political and social events that shape society. It focuses on how Starting out with Capital Expenditure means being unsure about what to do, how to start and how to get the most out of it; preparing for success, and avoiding failure. The course includes documents for students, to get a strong foundation. It will provide aid, advice, blueprints, road maps en templates when you need it most; and reflects the reality that the fastest way to learn about Capital Expenditure is from experiences, knowing about the ins and outs of employment and career developments, trends and popularity, relevant knowledge and patents.

**LEARNING OUTCOMES**

On completion of these modules the successful student will be able to:

**KNOWLEDGE**

1. Understand the composition of capital expenditure by property type
2. Explain the effects of capital expenditures on the values of hotels
3. Understand the impact on revenue of a capital upgrade of restaurants
4. Explain the processes to optimize hotel asset preservation
5. List the factors that influence capital expenditures

**SKILLS**

1. Sorts and evaluates data by ownership type to identify the current relationship between capital spending and ownership structure
2. List some of the basic, key and high-level fundamentals of the renovation process to achieve maximum success for every Capital Expenditure currency invested
3. Define strategies for future-ready Meeting and event spaces
4. Use Capital Expenditure and list its accounting rules

**SYLLABUS CONTENT**

The syllabus is divided into three sections :

1. Historical Capital Spending, including information on repair and maintenance expenses, and spending based on ownership structure
2. Perspectives on Capital Spending, featuring 18 articles by ISHC and HAMA experts
3. Design Hotel Cost Estimating Guide, which provides useful data on every aspect of CapEx, from FF&E product costs to labor costs, broken down by hotel tier (from economy to luxury)

Introduction - Executive Summary - Historical Capital Spending - Historical capital Spending and Repairs and Maintenance Expenses - Historical capital Spending Based on Ownership Structure - Perspective on Capital Spending

Experts of Capital Expenditure questions and answers - Capital Expenditure usage - Capital Expenditure accounting rules - Problems with Capital Expenditures - Hotel Cost Estimating Guide

**LEARNING, TEACHING & ASSESSMENT METHODS**

Students will be challenged to grasp the concept of independent learning, and then apply it to succeed in this module. The length of time required to complete the module varies greatly among students, depending on the time availability and the effort one is willing to put into it. The module design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a case study assessment (CSA). Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer and/or the coordinator.

Formative feedback is provided following a CSA, and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## ASSESSMENT SCHEME

Formative feedback will be provided through business simulation activities, specific cases and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Summative assessment consists of two components selected in order to ensure students demonstrate an overall understanding of relevant concepts and techniques as well as the ability to apply and critique them in appropriate contexts.

The two assessed components are:

- 60% - The assignment concerns of a written analysis summarizing, commenting and criticizing a case study, related topic to assess the understanding of relevant topics as well as the ability to evaluate and integrate various concepts; this is an individual score. The structure of the CASE STUDY includes all the knowledge acquired with the study of the 4 modules, constituting the option chosen by the student.
- 40% Final exam to assess the understanding and knowledge of the entire syllabus; this is an individual score.

Considering the ISC system, final exam can be made:

1. On campus - can be presented at any time decided by the student during the academic year.
2. Or at international location indicated by BBI under the supervision of a proctor (school and/or consulate).

Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

## ASSESSMENT WEIGHT

Assignments work: 60%

Final Exam: 40%

## LEARNING RESSOURCES

### ESSENTIAL

INTERNATIONAL SOCIETY OF HOSPITALITY CONSULTANTS & THE HOTEL ASSET MANAGER ASSOCIATION 2014 Capital expenditure in the hospitality industry 3<sup>rd</sup> Edition AHLA LANSING

G. BLOKDIJK 2015 Capital Expenditure - Simple Steps to Win, Insights and Opportunities for Maxing Out Success - Complete Publishing

### RECOMMENDED

T. ADELAYA 2015 Capital Budgeting: Investment Appraisal Techniques under Certainty – Create Space Independent Publishing Platform

T. ADELAYA 2016 Capital Budgeting: Capital Investment Decision - Create Space Independent Publishing Platform

JOURNALS - The Wall Street Journal and Financial Times

### INTERNET SITES

For more information, visit the following Internet sites. Remember that Internet addresses can change without notice. If the site is no longer there, you can use a search engine to look for additional sites.

The Merrill Lynch Guide to Financial Reports - <http://www.ml.com/media/14069.pdf>

**Name of the Course Unit****Module****Programme****Last Revision****ECTS****Semester****Hours Tuitions/Assignments/Notional****Type of Course****Specialisation****Method****Dean/Senior Lecturer****Research Coordinator/Senior Lecturer****Titular/Senior Lecturer****HOTEL ASSET MANAGEMENT - PRINCIPLES & PRACTICES****AS 4676**

Master in International Hospitality &amp; Tourism Management

2016.2017

3.0

2

60

75

135

ISC - Independent Study Course

Option 2 – Financial and Accounting Management

Off Campus

S. DEMAEGHT

S. HERTRICH

S. TOUMIA

**COURSE DESCRIPTION**

The purpose of the course is to help practicing asset manager advance their knowledge of the profession by providing them with the latest thinking on topics relevant to asset management in the hospitality industry. It takes a look at the challenges and opportunities hotel owners, lodging industry real estate professionals, and hotel company executives face today. This course is designed to develop and address the contemporary issues affecting the development of the hospitality industry. Due to the evolving nature of these issues the course is designed to give students insight into updated investment policy. Using a variety of teaching methods including the case study approach, realism is introduced into the classroom improving the critical thinking and decision-making ability of the student. The course emphasizes on: key trends that must be considered when investing in the lodging industry, how asset management can strengthen and safeguard the hotel investment. The course is also designed to integrate appropriate computer based simulation and application programmes into management theory, to identify, analyze, monitor and establish sound operational control procedures to enhance property fiscal operations.

**LEARNING OUTCOMES**

On completion of this course, the successful student is expected to:

**KNOWLEDGE**

1. Define the profile of Hotel Asset Management Practices
2. List the different functions of the Hotel Asset Manager and explain the measures of performance
3. Explain the process of the asset management cycle
4. Define the three phases of establishing a hotel investment program
5. Explain the Hold-Versus-Sell Decision in hotel investment
6. Define the expectations and negotiating power of operators and owners in Management contracts
7. Explain the major legal issues arising in the negotiation & administration of hotel management agreements

**SKILLS**

1. Develop the Asset Management Plan and explain its preparation
2. Discuss the investment-decision process for hotel owners
3. Discuss the contemporary management contract issues
4. Evaluate franchise and affiliation alternatives
5. Explain modern hotel revenue management and develop a revenue management strategy
6. Define owner and asset manager roles in the Capital Expenditure process
7. List the best practices in maximizing food and beverage profitability

**SYLLABUS CONTENT**

This course addresses a cross-section of hotel asset management topics and is divided into three segments:

1. Foundations and Principles, covers the historical context, evolution, and development of the hotel asset management; the structural elements of the asset management cycle and principles of the planning process.
2. Strategies and Tools to Manage the Investment, provides guidelines for asset managers to improve their effectiveness.
3. Emerging Trends consists of topics that are currently impacting and shaping the practice of asset management.

The Historical Context of the Hotel Industry and Hotel Asset Management - A Current Profile of the Hotel Asset Management Profession - The Asset Management Cycle and the Development of the Asset Management Plan - Establishing a Hotel Investment Programme - The Hotel Investment Decision : Buy, and Sell Analyses - Cotemporary Hotel Management Contract - A survey of Significant Legal Issues in Hotel Management Agreements - Evaluating Franchise and Chain Affiliation Programmes - Third-Party Asset Management for Non-traditional Hotel Owners - Revenue Management : A Role for the Asset Manager - Benchmarking and Financial Analysis - Guidelines for Capital Expenditure Decisions - Best Practices in Maximizing Food and Beverage Profitability - Immigration Reform and Temporary Seasonal Work Force Legislation - Global Asset Management - Mixed-Use Properties and Integrated Resorts - Insuring a Hospitality Asset : Risk Management Analysis and Insurance - Sustainable Development at the Willard InterContinental - Lessons from the World's Largest LEED-Certified Hotel : The Palazzo.

## LEARNING, TEACHING & ASSESSMENT METHODS

Students will be challenged to grasp the concept of independent learning, and then apply it to succeed in this module. The length of time required to complete the module varies greatly among students, depending on the time availability and the effort one is willing to put into it. The module design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a case study assessment (CSA). Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer and/or the coordinator. Formative feedback is provided following a CSA, and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## ASSESSMENT SCHEME

Formative feedback will be provided through business simulation activities, specific cases and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Summative assessment consists of two components selected in order to ensure students demonstrate an overall understanding of relevant concepts and techniques as well as the ability to apply and critique them in appropriate contexts.

The two assessed components are:

- 60% - The assignment concerns of a written analysis summarizing, commenting and criticizing a case study, related topic to assess the understanding of relevant topics as well as the ability to evaluate and integrate various concepts; this is an individual score. The structure of the CASE STUDY includes all the knowledge acquired with the study of the 4 modules, constituting the option chosen by the student.
- 40% Final exam to assess the understanding and knowledge of the entire syllabus; this is an individual score.

Considering the ISC system, final exam can be made:

1. On campus - can be presented at any time decided by the student during the academic year.
2. Or at international location indicated by BBI under the supervision of a proctor (school and/or consulate).

Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

## ASSESSMENT WEIGHT

Assignments work: 60% + Final Exam: 40%

## LEARNING RESSOURCES

### ESSENTIAL

G. DENTON, L.E. RALEIGH & A.J. SINGH 2015 Hotel Asset Management Principles & Practices, 2<sup>nd</sup> Ed E. Lansing  
L.E. RALEIGH & R.J.ROGINSKY 2012 Hotel Investments Issues and Perspectives 5<sup>th</sup> Edition E. Lansing  
HOSPITALITY FINANCIAL & TECHNOLOGY PROFESSIONALS 2014 Uniform System of Accounts for Lodging Industry 11<sup>th</sup> Edition H.A.N.Y Inc

### RECOMMENDED

J.C. VAN HORNE & JOHN M. WACHOWICZ, JR. 2008 Fundamentals of Financial Management 13<sup>th</sup> Edition Financial Times  
Prentice Hall  
SURINDER KUMAR EAI 2014 Hotel Asset Management Principles & Practices - Publisher: Random Publications  
ANDREW ANG 2014 Asset Management A Systematic Approach to Factor Investing (Financial Management Association  
Survey and Synthesis) - Publisher: OUP USA  
DUNCAN HUGHES 2009 Asset Management in Theory and Practice – Publisher: New Age Publications (Academic)

JOURNALS: The Wall Street and Financial Times

### INTERNET SITES

For more information, visit the following Internet sites. Remember that Internet addresses can change without notice. If the site is no longer there, you can use a search engine to look for additional sites.

The Merrill Lynch Guide to Financial Reports (to be downloaded from: [www.ml.com/media/14069.pdf](http://www.ml.com/media/14069.pdf))

**Name of the Course Unit****Module****Programme****Last Revision****ECTS****Semester****Hours Tuitions/Assignments/Notional****Type of Course****Specialisation****Method****Dean/Senior Lecturer****Research Coordinator/Senior Lecturer****Titular/Senior Lecturer****ECONOMICS & STATISTICS FOR HOSPITALITY MANAGEMENT****AS 4700**

Master in International Hospitality &amp; Tourism Management

2016.2017

3.0

2

60

75

135

ISC - Independent Study Course

Option 2 – Financial and Accounting Management

Off Campus

S. DEMAEGHT

S. HERTRICH

S. TOUMIA

**COURSE DESCRIPTION**

This course is divided in two parts and designed to equip students with a relevant toolbox of macro economical knowledge as well as statistical techniques relevant for the hospitality industry.

**Part 1 - Economics**

This course introduces economic concepts and their applications in hospitality management. The emphasis is on applications within hospitality organisations. The approach is very flexible to allow the lecturer to use the book for either an industry-based approach or discipline-centred approach, as appropriate. The aim of this course is to provide students with an overview of the main concepts and tools of economics. The aim is for a student to link economic principles to 'explain and understand' business problems. The course will cover both micro and macro economics and explain how these can be used to understand consumers', companies' and government behaviour in the market place.

**Part 2 - Statistics**

The techniques will allow students to extract useful information from data and to describe data populations by analysing samples. The emphasis is on interpretation of statistics found in business contexts. This course focuses on analysis of data and the theoretical underpinnings of probability and statistics. Content includes probability, statistical distribution, sampling, estimation, hypothesis testing, regression, multiple regression, and random process. Statistical inference, probability & sampling distributions, estimation, hypothesis tests, correlation & regression, experimental design, sample survey design, quality sampling, modern business decision theory. In this course students will explore several hospitality scenarios that will help you answer these questions and prepare you to make informed decisions based on statistical analysis.

**LEARNING OUTCOMES**

On completion of this module the successful student will be able to:

**KNOWLEDGE**

1. Explain how economics investigates problem and the economic structure of business
2. Define supply and demand, and explain the concept of elasticity
3. Explain the effect on industry profitability in the short run and in the long run of demand and supply changes
4. Explain how economic activity is measured and describe the trends in economic activity
5. Analyse changes in the market for eating out and drinking out
6. Explain the features of government macroeconomic policy, and how macroeconomic activity and policy affects the hospitality industry
7. Explain the meaning and nature of economies of scale, scope and experience in the hospitality industry
8. Derive the rules for profit maximization
9. List the stages of development of the firm and explain pricing methods in relation to the stages of product development
10. Explain correlation and linear regression analysis

**SKILLS**

1. Assess the changes in tourism relevant to the hotel market
2. Analyse the effective planning of hospitality service production
3. Recognize and describe different types of data
4. Interpret the different ways of summarizing data
5. Identify different types of probability
6. Understand and use of probability distributions
7. Explain normal distributions and the binomial and Poisson distributions

**SYLLABUS CONTENT****Part 1 - Economics**

The approach to economics - The market - Economic trends affecting the hospitality industry - Structural change in the accommodation, food and drink sectors - Macroeconomic fluctuations and the hospitality industry - The hospitality industry and the local economic - Costs and market structure - Market structure and market control - Strategic product development and delivery - Business operations - Business development - Pricing and product development - Maintaining and developing your economic skills

## Part 2 - Statistics

Starting out - Presenting data - Summarizing univariate data - Summarizing bivariate data - Assessing risk - Putting probability to work - Simulating populations - Statistical decision making - Statistical decision making using bivariate data - Managing statistical research

### LEARNING, TEACHING & ASSESSMENT METHODS

Students will be challenged to grasp the concept of independent learning, and then apply it to succeed in this module. The length of time required to complete the module varies greatly among students, depending on the time availability and the effort one is willing to put into it. The module design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a case study assessment (CSA). Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer and/or the coordinator. Formative feedback is provided following a CSA, and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

### ASSESSMENT SCHEME

Formative feedback will be provided through business simulation activities, specific cases and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Summative assessment consists of two components selected in order to ensure students demonstrate an overall understanding of relevant concepts and techniques as well as the ability to apply and critique them in appropriate contexts.

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- 40% Final exam to assess the understanding and knowledge of the entire syllabus; this is an individual score.

Considering the ISC system, final exam can be made:

1. On campus - can be presented at any time decided by the student during the academic year.
2. Or at international location indicated by BBI under the supervision of a proctor (school and/or consulate).

Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

### ASSESSMENT WEIGHT

Assignment work: 60% + Final Exam: 40%

### LEARNING RESSOURCES

#### ESSENTIAL

P. CULLEN & J. BUGLEAR 2012 Economics & Statistics for Hospitality Management  
G. KELLER 2011. Statistics for Management and Economics 9th Edition CENGAGE Learning  
HOSPITALITY FINANCIAL & TECHNOLOGY PROFESSIONALS 2014 Uniform System of Accounts for Lodging Industry 11<sup>th</sup> Edition H.A.N.Y Inc

#### RECOMMENDED

C. WHEELAN, 2013 Naked Statistics Edition W.W. Norton & Company.  
S. DEVINDERJIT 2006 Data Analysis: A Bayesian Tutorial. 2<sup>nd</sup> Edition Oxford University Press, USA  
G. GRIMMETT 2006. Probability: An Introduction 5<sup>th</sup> Edition. Oxford University Press, USA.  
P.L. HEYNE 2013 The Economic Way of Thinking 13<sup>th</sup> Edition Prentice Hall  
G. CALLAHAN 2004 Economics for Real People, Alabama MISES Institute  
T. SOWELL 2006 Knowledge and Decisions, 7<sup>TH</sup> Edition New York: Basic Books  
L. WHITE 2012 The Clash of Economic Ideas: The Great Policy Debates 2012, Cambridge University Press  
K. DAVID & H. BEGG, 2009 Economics for Business 3<sup>rd</sup> Edition McGraw-Hill Higher Education  
R. GUELL 2009 Issues in Economics Today 6<sup>th</sup> Edition McGraw Hill Higher Education

#### RECOMMENDED NEWSPAPER

The Economist + The International Herald Tribune (business section) + The Wall Street Journal

**Name of the Course Unit**  
**Module**  
**Programme**  
**Last Revision**  
**ECTS**  
**Semester**  
**Hours Tuitions/Assignments/Notional**  
**Type of Course**  
**Specialisation**  
**Method**  
**Dean/Senior Lecturer**  
**Research Coordinator/Senior Lecturer**  
**Titular/Senior Lecturer**

<b>MANAGING HOSPITALITY HUMAN RESOURCES</b>		
<b>AS 4357</b>		
Master in International Hospitality & Tourism Management		
2016.2017		
3.0		
2		
60	75	135
ISC - Independent Study Course		
Option 3– Human Resources Management		
Off Campus		
S. DEMAEGHT		
S. HERTRICH		
M. KRIELE - M. BUYCK		

## **COURSE DESCRIPTION**

The objective of this module is to provide to the students a comprehensive review of essentials of human resources concepts and techniques to be used in today's competitive environment. The Managing Hospitality Human Resources course is designed to provide students with a basic understanding of Human Resources Management for the Hospitality Industry. Students will learn the skills required by hospitality professionals on managing and retaining qualified employees. This course will teach students how to manage the important human resources who provide services within a hospitality operation. They'll learn how to fulfil the requirements employment and workplace laws, and discover the latest strategies for attracting employees, minimizing turnover, and maximizing productivity. The course reflects changing economic conditions and industry trends, and also features new learning activities.

## **LEARNING OUTCOMES**

On completion of this course, the successful student is expected to:

### **Knowledge**

1. Understand the role and the importance of human resources management in a business context
2. Understand the intimate link between human resources strategies and the overall business strategy and objectives of an organization
3. Understand factors that affect labour supply and demand, and how to forecast labour supply and demand
4. Evaluate and improve the effectiveness, efficiency and quality of HR policies & processes in an organization.

### **Skills**

1. Integrate the human resources dimension in business plans and management decision
2. Deal with the techniques and applications of job analysis and job design.
3. Deal with the most current HR issues like HR planning, recruitment, talent management, performance management, compensation & benefits and internal communication.

## **SYLLABUS CONTENT**

The strategic dimension in HRM - HR as a competitive advantage - Job Analysis and Job Design - Planning and Recruiting – Selection - Orientation, Socialization and Culture - Training and Development - Evaluating Employee Performance - Compensation Administration - Incentive and Benefits Administration - Labor Unions - Negotiating and Collective Bargaining - Health, Safety - Turnover, Discipline and Exits - Social responsibility and Ethics - Filling Positions – Sourcing, Recruitment and Selection - Talent Development - Training, Career Development - Succession Planning - Evaluating Results – Performance Management, HR Metrics - Managing Employee Separation -Restructuring, Downsizing, Retain - How to Reward? – Managing Compensation & Benefits - Employee Relations & Communication- How to reinforce Engagement?

## **LEARNING, TEACHING & ASSESSMENT METHODS**

Students will be challenged to grasp the concept of independent learning, and then apply it to succeed in this module. The length of time required to complete the module varies greatly among students, depending on the time availability and the effort one is willing to put into it. The module design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a case study assessment (CSA). Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer and/or the coordinator. Formative feedback is provided following a CSA, and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## **ASSESSMENT SCHEME**

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- 40% Final exam to assess the understanding and knowledge of the entire syllabus; this is an individual score.

Considering the ISC system, final exam can be made:

1. On campus - can be presented at any time decided by the student during the academic year.
2. Or at international location indicated by BBI under the supervision of a proctor (school and/or consulate).

Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

## ASSESSMENT WEIGHT

Assignments work: 60%

Final Exam: 40%

## LEARNING RESSOURCES

### ESSENTIAL

- M.J. BOELLA & S.GOSSTURNER 2013 Human Resources Management in Hospitality Industry 9<sup>th</sup> Edition ROUTLEDGE  
R.H. WOODS, M. 2014 Managing Hospitality Human Resources – 5<sup>th</sup> Edition AHLA LANSING  
L.GOMEZ-MEJIA 2012 Managing Human Resources 7<sup>th</sup> Edition PRENTICE HALL

### RECOMMENDED

- U. KRIEGL, International Hospitality Management," Cornell Hotel & Restaurant Q.41 n° 2 2000  
G. DESSLER, 2013 Human Resource Management, 8<sup>th</sup> Edition N.J.:Prentice–Hall,  
P.F. DRUCKER, Management Challenges for the 21st Century (New York: HarperCollins  
C. RICE 2012. The Engagement Equation: Leadership Strategies for an Inspired Workforce 1<sup>st</sup> Edition WILEY  
J. MATTONE 2012. Talent Leadership: Proven Method for Identifying and Developing High-Potential Employees AMACOM  
D. ULRICH 2009 HR Transformation: Building Human Resources From the Outside In. 1<sup>st</sup> Edition. Mc GRAW-HILL

### INTERNET SITES

For more information, visit the following Internet sites. Remember that Internet addresses can change without notice. If the site is no longer there, you can use a search engine to look for additional sites.

- THE ACCOR GROUP <http://www.accor.com/sa/default.asp>  
ESSEC BUSINESS SCHOOL CORNELL <http://www.essec.fr/imhi/index.html>  
EUROPEAN UNION <http://www.europa.eu.int>  
FAFIH <http://www.fafih.com>  
L'HÔTELLERIE <http://www.lhotellerie.fr>  
INTERNATIONAL HOTEL & RESTAURANT ASSOCIATION (Paris) <http://www.ih-ra.com>  
INTERNATIONAL LABOUR ORGANISATION <http://www.ilo.org>  
MCDONALD'S RESTAURANTS <http://www.mcdonalds.com/countries/france/index.html>  
UNIFHORT (French) <http://www.unifhort.asso.fr>

**Name of the Course Unit**  
**Module**  
**Programme**  
**Last Revision**  
**ECTS**  
**Semester**  
**Hours – Study/Assignment/Notional**  
**Type of Course**  
**Specialisation**  
**Dean/Senior Lecturer**  
**Research Coordinator/Senior Lecturer**  
**Titular/Senior Lecturer**

<b>MANAGING PERFORMANCE APPRAISAL SYSTEM</b>		
<b>AS 4702</b>		
Master in International Hospitality & Tourism Management		
2016.2017		
3.0		
2		
60	75	135
ISC - Independent Study Course		
Option 3 – Human Resources Management		
S. DEMAEGHT		
S. HERTRICH		
M. KRIELE - M. BUYCK		

## COURSE DESCRIPTION

This course aims to provide students a comprehensive guide to managing performance appraisal systems. It combines an examination of current theory with practice in organizations, which should make it useful for human resource professionals. Key issues covered include identifying the objectives of appraisals, designing appraisal systems, choosing the right method of appraisal, selecting the personnel to be involved, communicating appraisals to staff and monitoring the effectiveness of appraisal systems. This course examines the importance of an effective performance management system in helping organizations define and achieve short and long term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance.

## LEARNING OUTCOMES

### KNOWLEDGE

1. Explain the relationship between Performance appraisal and career development
2. Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
3. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.

### SKILLS

1. Design an organization performance management process that is compliant with law and supports organizational mission and strategy.
2. Employ job-related performance standards and performance indicators that reflect the employee range of responsibilities.
3. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.
4. Identify the main objectives of performance appraisal system

## SYLLABUS CONTENT

Performance Appraisal: The Wider Context and Emerging Trends - Identifying the objectives of Performance Appraisal - Evaluating Appraisal options - Sources of performance Appraisal - Developing the Performance Appraisal system - Implementation Issues - Encouraging Employee Involvement - Operating the Performance Appraisal System: The Importance of the Appraisal Interview - Managing Linkages Between Performance Appraisal and Pay - Managing the Relationship of Performance Appraisal and Pay - Integrating Performance Appraisal with Coaching - Monitoring and Reviewing Performance Appraisal - Case Studies: A) Scottish Nuclear Ltd; B) Fife Education Authority

## LEARNING, TEACHING & ASSESSMENT METHODS

Students will be challenged to grasp the concept of independent learning, and then apply it to succeed in this module. The length of time required to complete the module varies greatly among students, depending on the time availability and the effort one is willing to put into it. The module design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a case study assessment (CSA). Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer and/or the coordinator. Formative feedback is provided following a CSA, and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## ASSESSMENT SCHEME

Formative feedback will be provided through business simulation activities, specific cases and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Summative assessment consists of two

components selected in order to ensure students demonstrate an overall understanding of relevant concepts and techniques as well as the ability to apply and critique them in appropriate contexts.

The two assessed components are:

- 60% - The assignment concerns of a written analysis summarizing, commenting and criticizing a case study, related topic to assess the understanding of relevant topics as well as the ability to evaluate and integrate various concepts; this is an individual score. The structure of the CASE STUDY includes all the knowledge acquired with the study of the 4 modules, constituting the option chosen by the student.
- 40% Final exam to assess the understanding and knowledge of the entire syllabus; this is an individual score.

Considering the ISC system, final exam can be made:

1. On campus - can be presented at any time decided by the student during the academic year.
2. Or at international location indicated by BBI under the supervision of a proctor (school and/or consulate).  
Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

## **ASSESSMENT WEIGHT**

Assignments work: 60%

Final Exam: 40%

## **LEARNING RESSOURCES**

### **ESSENTIAL**

C. ANDERSON 2013 Managing Performance Appraisal Systems - Publisher Wiley-Blackwell

### **RECOMMENDED**

R.D. AUSTIN 1996 Measuring and Managing Performance in Organizations Publisher John Wiley & Sons

D. GROTE 2006 The Complete Guide to Performance Appraisal - Publisher AMACOM

A. S. DENISI 2006 A cognitive Approach to Performance Appraisal A programme of Research - Publisher ROUTLEDGE

D.K BHATTACHARYYA 2011 Performance Management Systems and Strategies - Publisher: Pearson India

**Name of the Course Unit**  
**Module**  
**Programme**  
**Last Revision**  
**ECTS**  
**Semester**  
**Hours – Study/Assignment/Notional**  
**Type of Course**  
**Specialisation**  
**Method**  
**Dean/Senior Lecturer**  
**Research Coordinator/Senior Lecturer**  
**Titular/Senior Lecturer**

<b>BUSINESS BEHAVIOURS IN THE HOSPITALITY INDUSTRY</b>		
<b>AS 4703</b>		
Master in International Hospitality & Tourism Management		
2016.2017		
3.0		
2		
60	75	135
ISC - Independent Study Course		
Option 3 – Human Resources Management		
Off Campus		
S. DEMAEGHT		
S. HERTRICH		
M. KRIELE - M. BUYCK		

## COURSE DESCRIPTION

Organizational Behaviour for the Hospitality Industry is the most recent organizational behaviour text that focuses on the hospitality industry, delving into the concepts that are relevant to students who plan to enter the hospitality industry. Hospitality organizations today must achieve excellence in human relations, and that success starts with quality organizational behaviour. Students study the behaviour of individuals and groups as part of the social and technical system in the workplace. They examine individual and group behaviour, communication, conflict and various management styles, motivational techniques and coordination in the work environment and apply these concepts to the development of a human resources organization. The course is organized into three sections: organizational behavioural essentials, the individual and the organization, and key management tasks. Additionally, each key topic includes detailed exercises, providing students with the hands-on experience they'll need in order to succeed in the industry.

## LEARNING OUTCOMES

On completion of these modules the successful student will be able to:

### KNOWLEDGE

1. Discuss the five dimensions of the communication process and the listening process.
2. Explain how cultural identity is formed.
3. Explain how managers assess the quality of their service and identify, from a customer's perspective, why service is important.
4. Explain why teamwork is necessary for success in the hospitality industry specifically.
5. List the benefits of group problem solving versus individual problem solving.
6. Discuss the implication of Pareto's rule on time management.
7. Describe each of physiological stress, psychological stress, and behavior stress.
8. Explain the importance of creativity to an organization.
9. Discuss some of the problems hospitality industry managers face when setting specific and difficult goals.
10. Describe the components and techniques of the counseling process.

### SKILLS:

1. Use the four approaches that managers can use when leading others.
2. Use the three strategies for effective group problem solving.
3. Use four strategies a manager can adopt when trying to establish a more effective and efficient diverse work environment.
4. Analyze, appraise and contrast the Management by Objectives and 360-degree goal-setting tools.
5. Identify the three categories of conflict and be able to manage conflict in function of typology.
6. Be able to use some techniques for improving creativity using outside sources.
7. Apply prioritization and delegation as key management tasks.

## SYLLABUS CONTENT

Customer Care - Communicating in Organizations - Understanding the Diverse Environment - The Power of Teams in Hospitality - Group Problem Solving and Decision Making - Managing Time - Managing Stress - Promoting Creativity - Setting Personal and Professional Goals - Managing Conflicts - Motivating Employees - Counseling Employees - Power and Politics in Organizations - Leading Hospitality Organizations - Icebreakers and Closers

## LEARNING, TEACHING & ASSESSMENT METHODS

Students will be challenged to grasp the concept of independent learning, and then apply it to succeed in this module. The length of time required to complete the module varies greatly among students, depending on the time availability and the effort one is willing to put into it. The module design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a case study assessment (CSA).

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### **ASSESSMENT SCHEME**

Formative feedback will be provided through business simulation activities, specific cases and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Summative assessment consists of two components selected in order to ensure students demonstrate an overall understanding of relevant concepts and techniques as well as the ability to apply and critique them in appropriate contexts.

The two assessed components are:

- 60% - The assignment concerns of a written analysis summarizing, commenting and criticizing a case study, related topic to assess the understanding of relevant topics as well as the ability to evaluate and integrate various concepts; this is an individual score. The structure of the CASE STUDY includes all the knowledge acquired with the study of the 4 modules, constituting the option chosen by the student.
- 40% Final exam to assess the understanding and knowledge of the entire syllabus; this is an individual score.

Considering the ISC system, final exam can be made:

1. On campus - can be presented at any time decided by the student during the academic year.
2. Or at international location indicated by BBI under the supervision of a proctor (school and/or consulate).  
Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

### **ASSESSMENT WEIGHT**

Assignments work: 60%

Final Exam: 40%

### **LEARNING RESSOURCES**

#### **ESSENTIAL**

F. BERGER & J. BROWNELL 2011 Organizational Behavior for the Hospitality Industry

#### **RECOMMENDED**

R.D. LEWIS 2000 When Cultures Collide: Managing Successfully Across Cultures BREALEY PUBLISHING

R. MEAD. 2000 Cases & Projects - International Management: Cross cultural Dimensions BLACKWELL

K. GORE 2007 Networking Cultural Knowledge WSOY

D. UTLEY.2008 Intercultural Resource Pack. CAMBRIDGE PROFESSIONAL SERIES

J.C. USUNIER & J.A LEE 2005 Marketing Across Culture EDITION PRENTICE HALL

F. TROMPENAARS & P. WOOLLIAMS 2004 Marketing Across Culture EDITION CAPSTONE.

M.LOUBRY 2001 Manual for the Cosmopolitan EDITION YAGO

G. OLOFSSON. 2004 Cultural Q&A for successful business behaviour around the world INTERCULTURAL PRESS



Formative feedback is provided following a CSA, and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## **ASSESSMENT SCHEME**

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Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

## **ASSESSMENT WEIGHT**

Assignments work: 60%

Final Exam: 40%

## **LEARNING RESSOURCES**

### **ESSENTIAL**

K. LIEBERMAN, B. NISSEN 2008 Ethics in the Hospitality Industry 2<sup>nd</sup> Edition AHLA LANSING

### **RECOMMENDED**

R. HOYK, P. HERSEY 2008 - The Ethical Executive STANFORD UNIVERSITY PRESS

J. M. KLINE 2005 Ethics for International Business: Decision Making in a Global Political Economy ROUTLEDGE

J. DALLA COSTA 2008 - The Ethical Imperative - Why Moral Leadership Is Good Business PERSEUS PUBLISHING

C. MEGONE, S.J. ROBINSON 2002 Case Histories in Business Ethics ROUTLEDGE

J. LEFKOWITZ 2003 Ethics and Values in Industrial-Organizational Psychology L. ERLBAUM ASSOCIATES

**Name of the Course Unit**  
**Module**  
**Programme**  
**Last Revision**  
**ECTS**  
**Semester**  
**Hours – Study/Assignment/Notional**  
**Type of Course**  
**Specialisation**  
**Method**  
**Dean/Senior Lecturer**  
**Research Coordinator/Senior Lecturer**  
**Titular/Senior Lecturer**

STRATEGIC PLANNING SYSTEMS		
AM 4078		
Master in International Hospitality & Tourism Management		
2016.2017		
3.0		
2		
60	75	135
ISC - Independent Study Course		
Option 4 - International Hotels Management		
Off Campus		
S. DEMAEGHT		
S. HERTRICH		
P. MARICQ - F.MIOLÉ		

## COURSE DESCRIPTION

This course describes policy frameworks and planning strategies designed to encourage more sustainable forms of hospitality and tourism. It provides students with an integrative view of strategic management, strategic planning systems, and some original diagnostic tools and techniques. It explores and explains the concepts of strategy, strategic planning, and strategic planning systems, and demonstrates the wide degree of applicability of strategic planning concepts, tools, and techniques through the introduction, and discussion, which is supported by international examples and case illustrations. Also in this course, are reviewed the strategic marketing planning process and its implementation stages (defining the specific mission, environmental analysis, formulation of objectives, strategies, action plans and programmes, implementation, testing, overhaul and performance evaluation).

## LEARNING OUTCOMES

On completion of these modules the successful student will be able to:

### KNOWLEDGE:

1. Highlight the importance of hospitality and tourism and the relevance of strategic planning systems.
2. Define strategy concept and list its components.
3. List some of the fifteen sustainability programs for hospitality.
4. Explain LEED and the Green buildings as a sustainable business solution.
5. Understand designing and developing sustainable high-performance hotels.
6. List the benefits of using historic building to develop hotels in sustainable development.
7. Identify the advantages of sustainable high-performance hotel design, construction, and operations.
8. Define green meetings and its advantages, and list green/sustainability standards and certifications.

### SKILLS:

1. Apply a sustainable philosophy with the demand for sustainability from stakeholders.
2. Identify sales and marketing practices to gain « Green » market share.
3. Use strategic planning applying the four phases of strategic planning.
4. Use two strategy diagnostic tools: Strategic planning index and marketing planning index.
5. Apply the process for measuring strategic planning (SPI) and marketing planning (MPI) effectiveness.

## SYLLABUS CONTENT

The Relevance of Strategic Planning Systems - The Hospitality and Tourism Industry : A Strategic Perspective - The Strategic Planning Process - Strategic Planning and Performance - Strategic Planning Systems - The Strategic Planning Index - The Marketing Planning Index - Designing and Implementing Effective Strategic Planning Systems

## LEARNING, TEACHING & ASSESSMENT METHODS

Students will be challenged to grasp the concept of independent learning, and then apply it to succeed in this module. The length of time required to complete the module varies greatly among students, depending on the time availability and the effort one is willing to put into it. The module design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a case study assessment (CSA). Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer and/or the coordinator. Formative feedback is provided following a CSA, and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## ASSESSMENT SCHEME

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- 40% Final exam to assess the understanding and knowledge of the entire syllabus; this is an individual score.

Considering the ISC system, final exam can be made:

1. On campus - can be presented at any time decided by the student during the academic year.
2. Or at international location indicated by BBI under the supervision of a proctor (school and/or consulate).  
Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

## **ASSESSMENT WEIGHT**

Assignments work: 60%

Final Exam: 40%

## **LEARNING RESSOURCES**

### **ESSENTIAL**

P. A. PHILLIPS L. MOUTINHO Strategic Planning Systems ISBN: 0851992862, 9780851992860

### **RECOMMENDED**

A. CASSIDY 2005 A Practical Guide to Information Systems Strategic Planning 2<sup>nd</sup> Edition AUERBACH PUBLICATIONS

L. HAINES 2000 The Systems Thinking Approach to Strategic Planning and Management CRC PRESS

J.WARD Strategic Planning for Information Systems 3rd Edition PEPPARD PUBLICATIONS

J.H. DOBBS & J.F. DOBBS Strategic Planning a Pragmatic Guide

C. HOWWE 2012 Simple Solutions to Strategic Success 2<sup>ND</sup> Edition CRC PRESS

S. JOHNSON 2015 Strategic Planning That Actually Works: A Step-By-Step Guide to get it Done Faster, Cheaper, and Better than ever PAPERBACK

D.R. Mc CLEAN 2015 Strategic Planning: As Simple as A,B,C PAPERBACK

**NAME OF THE COURSE UNIT****MODULE****PROGRAMME****LAST REVISION****ECTS****SEMESTER****HOURS – STUDY/ASSIGNMENT/NOTIONAL****TYPE OF COURSE****SPECIALISATION****METHOD****Dean/Senior Lecturer****Research Coordinator/Senior Lecturer****Titular/Senior Lecturer****INTERNATIONAL HOSPITALITY DEVELOPMENT****AS 4428**

Master in International Hospitality &amp; Tourism Management

2016.2017

3.0

2

60

75

135

ISC - Independent Study Course

Option 4 - International Hotels Management

Off Campus

S. DEMAEGHT

S. HERTRICH

P. MARICQ - F. MIOLÉ

**COURSE DESCRIPTION**

The purpose of this upper-level course is to acquaint students with the skills of a global hospitality manager, where students study principles of international hospitality management: marketing, human resource management, financial issues and operational risk management. An historical approach is taken in exploring the development of multinational hospitality corporations. The course provides the background the students will need to compete in today's rapidly changing global marketplace. Students learn ways to attract guests from around the world and strategies for successfully planning, developing and managing hotels in the international arena, develop international hotel contracts that safeguard investments, assess political risks that could threaten the business, assemble the best international staff possible despite cultural and language differences. The course includes profiles of major international chains and examples of international advertising.

**LEARNING OUTCOMES**

On completion of these modules the successful student will be able to:

**KNOWLEDGE:**

1. Describe the factors that have contributed to globalisation and a global economy
2. Summarize the composition, size, and growth of international tourism and lodging
3. Outline the factors affecting international hotel expansion into the different continents
4. Outline the potential problems associated with building a hotel in a cross cultural environment and with misunderstanding foreign business practices
5. Explain the importance for hotel operators to follow business protocol, and identify some of the complications in cross-cultural negotiating
6. Describe the development of an international marketing strategy and the development of the booking process

**SKILLS:**

1. Identify and describe various barriers to travel, including those affecting travellers and those affecting business dealing with travellers
2. Identify the members and responsibilities of the international hotel development team, and explain why local representation and expertise are often critically important
3. Identify the infrastructure and labour concerns that developers of international hotels must address
4. Demonstrate the positive effects of cultural diversity in the work place and identify important considerations in managing diversity

**SYLLABUS CONTENT**

Globalization and the Business World - Tourism in the Global Environment - Defining the Transnational Hotel Company - Challenges of the Globalized Lodging Industry – The Emergence of International Hotels - Historical Aspects - Expansion in Europe, in North America, in the Middle East, in the Asian-Pacific - Hotel Chains - Separation of Ownership from Management - Strategic Alliances - Government Hotel Regulations - Price Control Measures - Political Risk - Political Risk Insurance - Management Control in an Unstable Environment - Financial Structure - Equity Financing - Debt Considerations - Criteria for Loans - Public and Private Sector Funding - The Development Team - The Developer - The Hotel Operator and Other Consultants - The Five Phases of Hotel Development - Business Environment Analysis - Management Contracts and Services - Management Fee Structures - Local Versus Expatriate Hiring - Skills Transfer - International Human Resource Management - Management Process - Organizing the International Hotel - Managing Corporate Culture - Market Research - Guest Analysis - Competition Analysis - Forecasting Demand Research Sources - Developing an International Marketing Strategy - Demographic, Economic, and Social Trends - Deregulation and Free Trade - Single European Market

**LEARNING, TEACHING & ASSESSMENT METHODS**

Students will be challenged to grasp the concept of independent learning, and then apply it to succeed in this module. The length of time required to complete the module varies greatly among students, depending on the time availability and the effort one is willing to put into it. The module design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a case study assessment (CSA).

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## ASSESSMENT SCHEME

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- 40% Final exam to assess the understanding and knowledge of the entire syllabus; this is an individual score.

Considering the ISC system, final exam can be made:

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2. Or at international location indicated by BBI under the supervision of a proctor (school and/or consulate).  
Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

## ASSESSMENT WEIGHT

Assignment work: 60%

Final Exam: 40%

## LEARNING RESSOURCES

### ESSENTIAL

CHUCK YIM GEE 2008 International Hotels Development and Management 2<sup>nd</sup> Edition AHLA LANSING  
P.JONES & A.PIZAM 2006 International Hospitality Industry – Organizational and Operational Issues 3<sup>rd</sup> Edition WILEY & SONS

### RECOMMENDED

D. COLLIS 2014 International Strategy: Context, Concepts and Implications PAPERBACK  
F. GRAETZ, M. RIMMER, A. SMITH, A. LAWRENCE 2015 Managing Organisational Change 3<sup>rd</sup> Edition WILEY  
Y. PAN, S.WONG R. SCOLLON 2002 Professional Communication in International Settings WILEYBLACKWELL  
CARL RODRIGUES International Management A Cultural Approach 3<sup>rd</sup> Edition - MONTCLAIR STATEUNIVERSITY  
**HELEN DERESKY, International Management: Managing Across Borders and Cultures PRENTICE HALL**  
**R. M. HODGETTS, F. LUTHANS International Management Culture Strategy Mc GRAW-HILL/IRWIN**  
**D.H. HOLT, K. WIGGINTON, International Management SOUTH-WESTERN COLLEGE**  
**J.B. CULLEN, K. PRAVEEN Multinational Management A Strategic Approach SOUTH-WESTERN COLLEGE**  
**J. MADURA, International Financial Management SOUTH-WESTERN COLLEGE**  
**A. C. SHAPIRO, Multinational Financial Management WILEY**  
**M. KOTABE, K. HELSEN, Global Marketing Management WILEY**

**Name of the Course Unit****Module****Programme****Last Revision****ECTS****Semester****Hours Tuitions/Assignments/Notional****Type of Course****Specialisation****Method****Dean/Senior Lecturer****Research Coordinator/Senior Lecturer****Titular/Senior Lecturer****HOTEL ASSET MANAGEMENT - PRINCIPLES & PRACTICES****AS 4676**

Master in International Hospitality &amp; Tourism Management

2016.2017

3.0

2

60

75

135

ISC - Independent Study Course

Option 2 – International Hotels Management

Off Campus

S. DEMAEGHT

S. HERTRICH

S. TOUMIA

**COURSE DESCRIPTION**

The purpose of the course is to help practicing asset manager advance their knowledge of the profession by providing them with the latest thinking on topics relevant to asset management in the hospitality industry. It takes a look at the challenges and opportunities hotel owners, lodging industry real estate professionals, and hotel company executives face today. This course is designed to develop and address the contemporary issues affecting the development of the hospitality industry. Due to the evolving nature of these issues the course is designed to give students insight into updated investment policy. Using a variety of teaching methods including the case study approach, realism is introduced into the classroom improving the critical thinking and decision-making ability of the student. The course emphasizes on: key trends that must be considered when investing in the lodging industry, how asset management can strengthen and safeguard the hotel investment. The course is also designed to integrate appropriate computer based simulation and application programmes into management theory, to identify, analyze, monitor and establish sound operational control procedures to enhance property fiscal operations.

**LEARNING OUTCOMES**

On completion of this course, the successful student is expected to:

**KNOWLEDGE**

1. Define the profile of Hotel Asset Management Practices
2. List the different functions of the Hotel Asset Manager and explain the measures of performance
3. Explain the process of the asset management cycle
4. Define the three phases of establishing a hotel investment program
5. Explain the Hold-Versus-Sell Decision in hotel investment
6. Define the expectations and negotiating power of operators and owners in Management contracts
7. Explain the major legal issues arising in the negotiation & administration of hotel management agreements

**SKILLS**

1. Develop the Asset Management Plan and explain its preparation
2. Discuss the investment-decision process for hotel owners
3. Discuss the contemporary management contract issues
4. Evaluate franchise and affiliation alternatives
5. Explain modern hotel revenue management and develop a revenue management strategy
6. Define owner and asset manager roles in the Capital Expenditure process
7. List the best practices in maximizing food and beverage profitability

**SYLLABUS CONTENT**

This course addresses a cross-section of hotel asset management topics and is divided into three segments:

1. Foundations and Principles, covers the historical context, evolution, and development of the hotel asset management; the structural elements of the asset management cycle and principles of the planning process.
2. Strategies and Tools to Manage the Investment, provides guidelines for asset managers to improve their effectiveness.
3. Emerging Trends consists of topics that are currently impacting and shaping the practice of asset management.

The Historical Context of the Hotel Industry and Hotel Asset Management - A Current Profile of the Hotel Asset Management Profession - The Asset Management Cycle and the Development of the Asset Management Plan - Establishing a Hotel Investment Programme - The Hotel Investment Decision : Buy, and Sell Analyses - Cotemporary Hotel Management Contract - A survey of Significant Legal Issues in Hotel Management Agreements - Evaluating Franchise and Chain Affiliation Programmes - Third-Party Asset Management for Non-traditional Hotel Owners - Revenue Management : A Role for the Asset Manager - Benchmarking and Financial Analysis - Guidelines for Capital Expenditure Decisions - Best Practices in Maximizing Food and Beverage Profitability - Immigration Reform and Temporary Seasonal Work Force Legislation - Global Asset Management - Mixed-Use Properties and Integrated Resorts - Insuring a Hospitality Asset : Risk Management Analysis and Insurance - Sustainable Development at the Willard InterContinental - Lessons from the World's Largest LEED-Certified Hotel : The Palazzo

## LEARNING, TEACHING & ASSESSMENT METHODS

Students will be challenged to grasp the concept of independent learning, and then apply it to succeed in this module. The length of time required to complete the module varies greatly among students, depending on the time availability and the effort one is willing to put into it. The module design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a case study assessment (CSA). Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer and/or the coordinator. Formative feedback is provided following a CSA, and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## ASSESSMENT SCHEME

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- 40% Final exam to assess the understanding and knowledge of the entire syllabus; this is an individual score.

Considering the ISC system, final exam can be made:

1. On campus - can be presented at any time decided by the student during the academic year.
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Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

## ASSESSMENT WEIGHT

Assignments work: 60% + Final Exam: 40%

## LEARNING RESSOURCES

### ESSENTIAL

G. DENTON, L.E. RALEIGH & A.J. SINGH 2015 Hotel Asset Management Principles & Practices, 2<sup>nd</sup> Ed E. Lansing  
L.E. RALEIGH & R.J.ROGINSKY 2012 Hotel Investments Issues and Perspectives 5<sup>th</sup> Edition E. Lansing  
HOSPITALITY FINANCIAL & TECHNOLOGY PROFESSIONALS 2014 Uniform System of Accounts for Lodging Industry 11<sup>th</sup> Edition H.A.N.Y Inc

### RECOMMENDED

J.C. VAN HORNE & JOHN M. WACHOWICZ, JR. 2008 Fundamentals of Financial Management 13<sup>th</sup> Edition Financial Times  
Prentice Hall  
SURINDER KUMAR EAI 2014 Hotel Asset Management Principles & Practices - Publisher: Random Publications  
ANDREW ANG 2014 Asset Management A Systematic Approach to Factor Investing (Financial Management Association  
Survey and Synthesis) - Publisher: OUP USA  
DUNCAN HUGHES 2009 Asset Management in Theory and Practice – Publisher: New Age Publications (Academic)

JOURNALS: The Wall Street and Financial Times

### INTERNET SITES

For more information, visit the following Internet sites. Remember that Internet addresses can change without notice. If the site is no longer there, you can use a search engine to look for additional sites.

The Merrill Lynch Guide to Financial Reports (to be downloaded from: [www.ml.com/media/14069.pdf](http://www.ml.com/media/14069.pdf))

**Name of the Course Unit**  
**Module**  
**Programme**  
**Last Revision**  
**ECTS**  
**Semester**  
**Hours – Study/Assignment/Notional**  
**Type of Course**  
**Specialisation**  
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**Dean/Senior Lecturer**  
**Research Coordinator/Senior Lecturer**  
**Titular/Senior Lecturer**

HOSPITALITY PROPERTIES & FACILITIES DEVELOPMENT		
AS 4701		
Master in International Hospitality & Tourism Management		
2016.2017		
5.0		
2		
60	75	135
ISC - Independent Study Course		
Option 4 - International Hotels Management		
Off Campus		
S. DEMAEGHT		
S. HERTRICH		
H. DEMEYER - F.MIOLÉ		

## COURSE DESCRIPTION

Developing Hospitality Properties and Facilities sets out some of the key issues in developing hospitality properties from the hospitality manager's perspective. From the original concept, through each part of the process, it provides an essential guide for students and professionals on how to manage hospitality facilities to their best effect, using a model-based insight into the process in an informed, but non-technical way. The course looks at design, building issues, operational relationships, and therefore provides the hospitality manager with insight into how these areas work and what they need to know in order to get the best out of them.

## FINALCOMPETENCIES/LEARNING OUTCOMES

On completion of this course, the successful student is expected to:

### KNOWLEDGE:

1. Identify the five stages in the developing hospitality properties and facilities process
2. Explain how the process develops a hospitality work
3. Describe the concept stage in developing hospitality properties and facilities, and suggest some of the current challenges for concept development
4. Outline and summarize the objectives of conducting hotel feasibility
5. Explain construction and operational stages
6. Describe the main factors in the current hotel market which affect legal issues study and planning for finance and legal issues

### SKILLS:

1. Identify the internal and external factors which affect a good brand development strategy
2. Use IRR and NPV to evaluate projects after defining the four activities that require project finance
3. Take into consideration the main cultural issues that affect international hospitality development
4. Apply the asset management stage in developing hospitality properties
5. Identify who should be consulted at the different stages of the project.
6. Explain the three development methods and their implications

## SYLLABUS CONTENT

The course is organized into five sections: Concept - Planning - Construction - Operations - Asset Management Concepts - Feasibility - Design - Development strategy - Project - Legal agreements and contracts - The design team - Building costs - Managing construction - Operational planning and relationships - Service provision - Asset management - Product development and brand management - International and cultural issues

## LEARNING, TEACHING & ASSESSMENT METHODS

Students will be challenged to grasp the concept of independent learning, and then apply it to succeed in this module. The length of time required to complete the module varies greatly among students, depending on the time availability and the effort one is willing to put into it. The module design also specifically targets the demonstration of concepts and techniques (research, analysis) together with learning outcomes through a case study assessment (CSA). Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer and/or the coordinator. Formative feedback is provided following a CSA, and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback. Instructional materials are reviewed periodically to ensure they meet programme standards.

## **ASSESSMENT SCHEME**

Formative feedback will be provided through business simulation activities, specific cases and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback.

Summative assessment consists of two components selected in order to ensure students demonstrate an overall understanding of relevant concepts and techniques as well as the ability to apply and critique them in appropriate contexts.

The two assessed components are:

- 60% - The assignment concerns of a written analysis summarizing, commenting and criticizing a case study, related topic to assess the understanding of relevant topics as well as the ability to evaluate and integrate various concepts; this is an individual score. The structure of the CASE STUDY includes all the knowledge acquired with the study of the 4 modules, constituting the option chosen by the student.
- 40% Final exam to assess the understanding and knowledge of the entire syllabus; this is an individual score.

Considering the ISC system, final exam can be made:

1. On campus - can be presented at any time decided by the student during the academic year.
2. Or at international location indicated by BBI under the supervision of a proctor (school and/or consulate).

Knowing that the student has to inform the programme coordinator one month in advance (by email), to set a suitable examination date.

## **ASSESSMENT WEIGHT**

Assignments work: 60%

Final Exam: 40%

## **LEARNING RESSOURCES**

### **ESSENTIAL**

J. RANSLEY & H. INGRAM 2009 Developing Hospitality Properties & Facilities 2<sup>nd</sup> Edition Wiley

### **RECOMMENDED**

F.D.BORSENIK & A.T. STUTTS 2009 Management of Maintenance and Engineering Systems in the Hospitality Industry - John Wiley & Son Publishing

F. LAWSON 2014 Hotels and Resorts - Planning Design and Refurbishment - BH Publishing

D.M. STIPANUK, 2015 Hospitality Facilities Management and Design, 4<sup>th</sup> edition, AHLEI LANSING

Energy and Water Resources for Lodging Operations – EI of AH&LA Publishing

Hotel Air Quality Management – EI of AH&LA Publishing

Managing Hospitality Engineering Systems – EI of AH&LA Publishing

## MASTER DEGREE CURRICULUM – 120 ECTS

The 2 years MA schedules are drawn up partly on the basis of IN-RESIDENCE workshops/assignments as MAJOR and OFF-CAMPUS Elective specialised topics – modules and internship of 12 months as Trainee Manager. The length of time required to complete a programme varies greatly from one student to another, depending on their availability and the effort they are prepared to put in; allowing the students to advance at their pace. The MA is a **personalized programme which provides advanced specialisation** in the four management fields.

### MA 1 – Major & Research Assignments / Mandatory / In residence – 60 ECTS

1	Leadership and Management	AS 4304	5
2	Integrated Managerial Accounting and Financial Project	AS 4095	5
3	International Business Management	AS 4055	5
4	Entrepreneurship and Innovation Management	AS 4051	5

#### Research Assignments

4	Business Plan – Hotel Strategies & Development	Module ➡	AS 5094	5
	Presentation & defence (Jury)	➡	AS 5094	10
5	Dissertation – Guidance and Preparation	Module ➡	AS 5096	5
	Presentation & defence (Jury)	➡	AS 5096	20

### MA 2 – Major / Mandatory Professional Training - 40 ECTS

#### Internship

1	Advanced Management Internship of 12 months – Trainee Manager	AS 5097	40
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### MA 1 – Elective Specialized Topics / Off Campus – 20 ECTS per Option

Students will be challenged to grasp the concept of **INDEPENDENT LEARNING**, and then apply it to succeed in this module. The length of time required to complete the module can vary greatly among students, depending on the time availability and the effort students are willing to put into it. However, as a guideline students should consider 60 hours study (dispatched on one month) as a normal time allotted to finalise this module. Students are engaged in content, promoting student-lecturer and student-student interaction through electronic peer review (voice or e-mail), whilst having to plan for face-to-face at set times with their course lecturer and/or the coordinator. The knowledge acquired with this module is a part that they will need to develop a **CASE STUDY ASSESSMENT (CSA)**. The module design also specifically targets to demonstrate the concepts and techniques (research, analysis) together with learning outcomes through the assignment. **The structure of the CASE STUDY includes all the knowledge acquired with the study of the 4 modules, constituting the option chosen by the student.**

#### OPTION 1 – MARKETING & SALES MANAGEMENT

**8 ECTS/CASE STUDY + 12 ECTS/COURSES**

1	Marketing and Segmentation Strategies	AS 4080	3
2	Marketing Research Methodologies	AS 4052	3
3	Hotel Sustainable Development	AS 4678	3
4	Economics & Statistics for the Hospitality Industry	AS 4700	3

#### OPTION 2 - FINANCIAL & ACCOUNTING MANAGEMENT

**8 ECTS/CASE STUDY + 12 ECTS/COURSES**

1	Capital Expenditures Practice in the Hospitality Industry	AS 4620	3
2	Corporate Financial Management	AS 4466	3
3	Hotel Asset – Principles and Practices & Hotel Investment	AS 4676	3
4	Economics & Statistics for the Hospitality Industry	AS 4700	3

#### OPTION 3 - HUMAN RESOURCES MANAGEMENT

**8 ECTS/CASE STUDY + 12 ECTS/COURSES**

1	Business Ethics & Across Cultures in the Hospitality Industry	AS 4885	3
2	Managing Hospitality Human Resources	AS 4357	3
3	Managing Performance Appraisal Systems	AS 4702	3
4	Business Behaviours in the Hospitality Industry	AS 4703	3

#### OPTION 4 - INTERNATIONAL HOTELS MANAGEMENT

**8 ECTS/CASE STUDY + 12 ECTS/COURSES**

1	Hotel Asset – Principles and Practices & Hotel Investment	AS 4676	3
2	International Hospitality Development	AS 4428	3
3	Strategic Planning System	AS 4078	3
4	Hospitality Properties & Facilities Development	AS 4701	3