

Course catalogue

Bachelor Vatel (Titre II) - International Hotel Management

Updated: March, 2016



INTERNATIONAL BUSINESS SCHOOL
HOTEL & TOURISM MANAGEMENT

Preamble

The Bachelor Vatel course catalogue describes the courses where knowledge and skills required to obtain the level II State-certified degree in “International Hotel Management” are explained in the document filed at the French National Commission of Professional Certifications.

We would like to remind you that the present course catalogue is an integral part of our Vatel Savoir Faire, and because of this, no exceptions whatsoever can be made, unless a Vatel School Director makes a specific request to Vatel Corporate, who reserves the right to accept or decline this request.

The Vatel course catalogue constitutes the mandatory prerequisites and Vatel Schools are free to add subjects that they would like to or which could be imposed by local legislation.

Furthermore, the Bachelor Vatel is a three-year program. Schools which, to comply with legislation, must put in place a four-year program, are kindly requested to contact the Vatel Group Academic Director in order to determine together the most adapted educational curriculum which complies with the Vatel spirit.

Table of Contents

Preamble.....	1
Course structure.....	3
Organization of the cycle and number of hours.....	4
1st year - Management 1	5
2nd year - Management 2.....	6
3rd year - Management 3	7
Course content.....	8
Bachelor 1st year - Management 1	8
Bachelor Vatel 2 nd year - Management 2.....	49
Bachelor Vatel 3 rd year - Management 3	83
Assessment - Final examination.....	125

Course structure



INTERNATIONAL BUSINESS SCHOOL
HOTEL & TOURISM MANAGEMENT

Organization of the cycle and number of hours

Bachelor Vatel: Management 1

Number of weeks of academic courses: 9

Number of weeks of exams: 2

Number of weeks of professional application: 10

Number of weeks of internship in the workplace: 18

Total number of course hours: 275 hours + 15 hours of hotel tours and 10 hours of practical initiation

Total ECTS:¹ 60

Bachelor Vatel: Management 2

Number of weeks of academic courses: 9

Number of weeks of exams: 2

Number of weeks of professional application: 9

Number of weeks of internship in the workplace: 20 to 24

Total number of course hours: 306 hours

Total ECTS: 60

Bachelor Vatel: Management 3

Number of weeks of theoretical courses: 13

Number of weeks of exams: 2 (1 week of mid-terms / 1 week of final exams)

Number of weeks of managerial application: 8

Number of weeks of internship in the workplace: 24

Total number of course hours: 370 hours

Total ECTS: 60

¹ European Credit Transfer Unit - cf. infra.

1st year - Management 1

EDUCATIONAL UNITS Management 1			VALIDATION		
Code	Courses	Number of hours	2 mid-term exams (duration)	Weight	E.C.T.S.
MANAGEMENT TOOLS					
GES 101	MANAGEMENT I	36	2h00	3	6
MKT 101	MARKETING I	18	1h30	2	4
GRH 101	HUMAN RESOURCES I	18	1h30	2	4
INF 101	COMPUTER SCIENCES I	18	1h00 / 2h00	2	4
ECO 101	COMPANY ECONOMICS	18	1h00	2	4
PROFESSIONNEL ENVIRONMENT					
CUP 101	PROFESSIONAL CULTURE	18	1h00	1	2
CUP 102	SELF IMAGE	18	1h00	1	2
NUT 101	HYGIENE AND SAFETY	9	1h00	1	1
NUT 102	NUTRITION I	9	1h00	1	1
VIN 101	WINE VINTAGES	18	1h00	2	4
PRO 101	HOTEL VISITS	15	--	--	--
FOREIGN LANGUAGES					
LAN 101	FOREIGN LANGUAGE I	36	1h00	3	6
LAN 102	FOREIGN LANGUAGES 2	27	1h00	2	4
PROFESSIONAL PRACTISES					
APR 101	INITIATION TO RESTAURANT PRACTICES	5	--	--	--
APC 101	INITIATION TO COOKING PRACTICES	5	--	--	--
ENV 101	F&B ENVIRONMENT	18	1h00	2	4
ENV 102	HOSPITALITY INDUSTRY ENVIRONMENT	18	1h00	2	4
APP 101	PROFESSIONAL PRACTISES	10 weeks	continuous assessment	5	5
INTERNSHIP IN A COMPANY					
STA 101	DOMESTIC PROFESSIONAL INTERNSHIP	18 weeks		--	5

2nd year - Management 2

EDUCATIONAL UNITS Management 2			VALIDATION		
Code	Courses	Number of hours	2 mid-term exams (duration)	Weight	ECTS
MANAGEMENT TOOLS					
GES 201	MANAGEMENT II	45	3h00	3	6
MKT 201	MARKETING II	27	2h00	2	4
GRH 201	HUMAN RESOURCES II	27	2h00	2	4
INF 201	COMPUTER SCIENCES II	18	2h00	2	4
LAW & ECONOMICS					
JUR 201	LEGAL CULTURE	36	1h30	3	6
ECO 201	ECONOMY of TOURISM	22.5	1h30	2	4
ECO 202	ECONOMIC ENVIRONMENT	13.5	1h30	1	2
PROFESSIONAL ENVIRONMENT					
ACT 201	CURRENT EVENTS IN THE HOSPITALITY INDUSTRY	13.5	1h00	1	2
COM 201	ORAL COMMUNICATION	13.5	1h00	2	4
NUT 201	NUTRITION II	9	1h00	1	2
VIN 201	WORLDWIDE WINE VINTAGES	9	1h00	1	2
FOREIGN LANGUAGES					
LAN 201	FOREIGN LANGUAGE II	45	1h00	3	6
LAN 202	FOREIGN LANGUAGES 2 II	27	1h00	2	4
PROFESSIONAL EXPERIENCES					
APP 201	PROFESSIONAL PRACTISES	9 weeks	continuous assessment	3	3
INTERNSHIP IN A COMPANY					
STA 201	INTERNATIONAL PROFESSIONAL INTERNSHIP	20 to 24 weeks		--	6
	M1 INTERNSHIP REPORT		REPORT	2	1

3rd year - Management 3

EDUCATIONAL UNITS Management 3			VALIDATION		
Code	Courses	Number of hours	1 mid-term exam / 1 final exam	Weight mid-term / final	ECTS
MANAGEMENT TOOLS					
GES 301	INTRODUCTION TO COST CONTROL	52	4h00 / 4h00	4 / 5	8
MKT 301	MARKETING III	26	2h00 / 2h00	3 / 5	6
GRH 301	HUMAN RESOURCES III	26	2h00 / 2h00	3 / 5	6
FIS 301	TAXATION	26	2h00 / 2h00	3 / 5	4
PROFESSIONAL WORKSHOPS					
INF 301	COMPUTER SCIENCES III	26	2h00 / 2h00	2 / 4	4
---	CAREER PROJECT	6	---	---	--
CLT 301	MULTICULTURAL MANAGEMENT	26	1h00/1h30	1 / 3	2
HOTEL MANAGEMENT					
PRO 301	HOSPITALITY SALES	26	1h30/2h00	1 / 3	3
PROFESSIONAL ENVIRONMENT					
VIN 301	WINE, BEER AND SPIRITS	13	1h00/-	1	2
GEO 301	GEOPOLITICS	13	1h00/-	1	2
TOU 301	TOURISM AND TRAVELLING	26	1h30/2h00	2 / 3	4
NGO 301	NEGOCIATION	26	1h00/1h30	1 / 3	3
FOREIGN LANGUAGES					
LAN 301	FOREIGN LANGUAGE III	52	1h00 + Oral exam	2+1 / 4+4	6
LAN 302	FOREIGN LANGUAGES 2 III	26	Oral	2 / 3	2
PROFESSIONAL EXPERIENCES					
APP 301	MANAGERIAL EXPERIENCE	8 weeks	continuous assessment	3	4
INTERNSHIP IN A COMPANY					
STA 301	PROFESSIONAL INTERNSHIP	24 weeks (optional)	C/C	5	4

Course content

Bachelor Vatel 1st year - Management 1



INTERNATIONAL BUSINESS SCHOOL
HOTEL & TOURISM MANAGEMENT

MANAGEMENT 1

Code: GES 101

Number of hours: 36h

ECTS: 6

Weight: 3

Goals & Skills

Goal of the course:

- Acquisition of basic management skills to learn financial and budgetary analysis
- Application of knowledge in mathematics (variations, percentages, etc.) to concrete examples of managerial cases

Skills to be acquired:

- Knowing how to calculate and analyze commercial indicators in a hotel-restaurant
- Knowing how to use accounting data produced by a hotel-restaurant for its operational management
- Being able to propose cost control solutions.

Summary:

Students are introduced to managerial concepts and learn the basic analytical tools. They discover commercial indicators and bases of accounting to be able to analyze the profit and loss account and the activity of a company.

Teaching and assessment method

Prerequisites:

None

Schedule:

18 sessions of 2 hour courses

Assessment:

2 mid-term exams in the year + a minimum of 2 texts per period - All the knowledge and skills taught in the entire course will be assessed in the final exam.

Mid-term 1: Checks for acquisition of basic principles

Mid-term 2: Practical applications and assessment of students to make proposals to improve the management of a hotel

Part I: Introduction

- The role played by management in a hotel

Part II: Commercial indicators

Section 1: Commercial indicators (basics)

- Occupancy rate and average price
- How VAT works (excluding taxes and including taxes)

Section 2: Preparing a dashboard

- REVPAR
- Occupancy, rotation and caption rates (preparation of a dashboard)

Part III: The bases of accounting

Section 1: Introduction to accounting

- Divisions in accounting
- Rules and fundamental accounting principles
- Origins of standards and current trends
- National and international rules

Section 2: Basic concepts

- Results / the profit and loss account: gaps, content
- Profit / loss: definitions
- Composition of the calculation for the result (operations, financial, exceptional)

Section 3: Follow-up of how to build annual accounts

- Study of a concrete example in order to learn how to build annual accounts starting from the 1st day of the creation of a hotel until the financial year is closed.

Section 4: Inventory

- Accounting principles at stake
- Different kinds of depreciation
- Taking stock (FIFO, CUMP methods)
- Other work when doing inventory and impact on the cash reserves (provisioning system)

Section 5: Resume

- *Building annual accounts starting with the general balance after inventory*

Part IV: Analysis of the profit and loss statement

Section 1: Internal financing capacity

- *Analysis of the different levels of results*
- *Calculation and assessment of the internal financing capacity*

Section 2: Analysis of the result using intermediate operating balances

Part V: The dashboard

Section 1: Introduction

- Goal of a dashboard
- Adapting a dashboard to the requirements of a hotel

Section 2: Costs

- Identification
- Calculation

Section 3: Margins

- Identification
- Calculation

Section 4: Construction of a dashboard

- From the profit and loss statement and the balance of accounts
- Hotel management diagnostic and improvement

Bibliography

Recommended books available on Cyberlibris:

- Guilding C, (2002), *Financial Management for Hospitality Decision Makers*, Taylor & Francis.
- Hales J, *Accounting & Financial Analysis in the Hospitality Industry*, Taylor & Francis.

MARKETING 1

Code: MKT 101

Number of hours: 18h

ECTS: 4

Weight: 2

Goals & Skills

Goal of the course:

- An introduction to the fundamental bases of marketing
- Discover and understand the marketing approach

Skills to be acquired:

- Knowledge of external analysis tools: SWOT, PESTEL
- Being able to understand what a market is
- Comprehending the marketing mix

Summary:

Students are introduced to marketing concepts and learn the basic analytical tools. During the course, they will discover the various types of marketing, then the marketing approach to analyze the market in order to understand how marketing is a part of a hotel's strategy.

Teaching and assessment method

Prerequisites:

None

Schedule:

9 sessions of 2 hour courses

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period - All the knowledge and skills taught in the entire course will be assessed in the final exam.

Part I: Introduction

Section 1: Background and definition

Section 2: the basics of marketing

- New marketing techniques (direct, viral, environmental)
- Different marketing jobs

Part II: Marketing techniques

Section 1: Elements

- Analysis of the market
- Strategic decisions (targets, positioning)
- Action (rolling out actions)
- Checking and loyalty (analysis of the effectiveness)

Section 2: Presentation of tools

- Market study
 - Quantitative approach
 - Qualitative approach
- The SWOT study (for hospitality)
- The marketing mix
- Operational studies (reputation, image, customer loyalty)

Part III: Marketing services

Section 1: Particularities of services

Section 2: Particularities of marketing services

- Offering services
- Differentiated tariffs
- Virtual distribution
- The quality approach

Section 3: Marketing of services

- Components
- Fundamental marketing choice

Part IV: The market

Section 1: Notions and definition

Section 2: Components

- The environments (PESTEL)
- Demand
 - Stakeholders
 - Structure (current demand, potential demand)
 - Measures and assessments (variation rates, customer loyalty rates, etc.)
- Offer
 - Direct and indirect rivals
 - Structure (monopoly, concentrated market, fragmented market, atomized market, etc.)
 - Measures (market share, etc.)

Bibliography

Recommended books available on Cyberlibris:

- Drummond G, Ensor J, (2005), *Introduction to Marketing Concepts*, Taylor & Francis.
- Lancaster G, Reynolds P, (2005), *Management of Marketing*, Taylor & Francis.
- Bowie D, Buttle F, (2004), *Hospitality Marketing: an Introduction*, Taylor & Francis.

HUMAN RESOURCE 1

Code: GRH 101

Number of hours: 18h

ECTS: 4

Weight: 2

Goals & Skills

Goal of the course:

- An introduction to the fundamental bases of human resources management
- An introduction to the HR Manager function

Skills to be acquired:

- Being able to understand the HR function and its role in a hotel
- Comprehension of the recruitment process
- Knowing how to use current recruitment tools
- An initiation in talent management

Summary:

Students are introduced to HR concepts and learn the HR function in a hotel. During this course they will learn how to manage people, then learn the recruitment process and talent management.

Teaching and assessment method

Prerequisites:

None

Schedule:

9 sessions of 2 hour courses

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period - All the knowledge and skills taught in the entire course will be assessed in the final exam.

Details:

Part I: Introduction

Section 1: Background and definition of the HR function

Section 2: Organization of the function

Section 3: Attribution of the function

Part II: Human management

Section 1: Importance of the human factor

Section 2: The role hierarchy plays

Part III: Recruitment

Section I: The search for applicants

- Traditional channels
- Social networks
- Profiles in hospitality industry - restaurant services

Section II: Interview and selection

- Job interview
- Selection tools / skill sets

Bibliography

Recommended books available on Cyberlibris:

- Swanson R, Holton E, (2009), *Foundations of Human Resource Development*, Berrett-Koelher editions
- Perkins S, Arvinen-Muondo R, (2013), *Organizational Behaviour, People, process, Work and Human Resources Management*, Kogan Page.
- Arthur D, (2004), *Fundamentals of Human Resources Management – Ebook*, Amacom.
- Porter C, Bingham C, Simmonds D, (2007), *Exploring Human resource Management*, Mc Graw – Hill UK.
- Nickson D, (2006), *Human Resources Management for the Hospitality and Tourism Industries*, Taylor & Francis.
- Boella M, Goss-Turner S, (2006), *Human Resource Management in the Hospitality Industry*, Taylor & Francis.

COMPUTER SCIENCE 1

Code: INF 101

Number of hours: 18h

ECTS: 4

Weight: 2

Goals & Skills

Goal of the course:

- Mastering the most important Word features
- Discovering the basic Excel features
- Studying PowerPoint functions

Skills to be acquired:

- Word: Being able to write and present internship reports
- Word: Knowing how to process direct mail, forms, as well as intelligently use Quickpart
- Excel: Understanding the functions: Sum and associated functions, Dates, IF and associated functions, VLOOKUP
- PowerPoint: Knowing how to do a presentation

Summary:

Students learn how to use Word in order to be able to write their internship report and thesis. They discover the basics of Excel, which they will learn more about in the following years. They will also see the most important functions in PowerPoint needed to do a presentation in class or in a company.

Teaching and assessment method

Prerequisites:

None for Excel

Basics for Word and PowerPoint

Schedule:

9 sessions of 2 hour courses

The course includes simultaneous manipulations guided by a video-projection and applied practical exercises in the classroom + applied exercises to do at home.

Use of Word, Excel and PowerPoint, versions 2010 or 2013.

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period - All the knowledge and skills taught in the entire course will be assessed in the final exam.

Part I: Introduction to information technology

Section 1: Bases of current equipment

- Cloud computing
- SAAS
- PAAS
- IAAS

Section 2: Ongoing and upcoming evolutions

Part II: Word

Section 1: Sections

- Differentiation in a long text at all levels
- Creating sections in a text / Header / Footer

Section 2: Tables and glossary

- Designing a table in Word
- Page layout
- Use of Quickpart (semi direct mailing)

Section 3: Direct mailing

- Direct mailing through the assistant
- Rule: If ... Then ... If not
- Filter and sorting by recipient
- Issues with labels (format)

Section 4: Templates and table of contents

- Processing long documents
- Joint use of styles, numbers included in table of contents (homogeneous final document)
- Manipulation of the template mode (with focus on one part)

Part III: Excel

Section I: Basic manipulations

- Simple formulas
- Transposition of formulas
- "Sum" and associated functions

Section II: Dates and percentages

- Main calculations concerning dates
- Relative and absolute references in cells
- Calculation of percentages: share of a total, evolutions

Section III: Function IF:

- Imbrication of these IFS
- Digital intervals in imbricated IF tests

Section IV: Logic functions and search function

- Logic operators AND/OR
- Function: ISEMPTY
- Function: VLOOKUP

Part IV: PowerPoint

Section 1: Overview of the software to prepare a presentation

Bibliography

Non-applicable

COMPANY ECONOMICS

Code: ECO 101

Number of hours: 18h

ECTS: 4

Weight: 2

Goals & Skills

Goal of the course:

- Understanding the economic environment of hospitality industry companies
- Understanding economic concepts to allow students to be at ease when reading economy based texts

Skills to be acquired:

- Knowing the criteria for hotel ranking
- Notions on other types of accommodations for tourists
- Understanding the components of micro and macro environments
- Knowing how to offer short and long-term financing faced with a given situation

Summary:

In the framework of this course, students will be introduced to economic mechanisms linked to the company. They will learn to define these mechanisms in order to better analyze and understand them. This course is partly linked to the management course, from an economic point of view.

Teaching and assessment method

Prerequisites:

Knowledge of basic economic mechanisms
Curiosity and reading of current events in the economy

Schedule:

9 sessions of 2 hour courses

Studies will be based on economic documents in the press as well as case studies and statistics studies.

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period.

Details:

Part I: Introduction

Section 1: Definition of corporate economy

- What is economics?
- What is a company? The role played by a company.

Section 2: The many types of hospitality companies

- How hotels are ranked with a number of stars
- How hotels are ranked according to different types of ownership
- How hotels are ranked according to different types of management

Section 3: The other types of accommodations

- Campgrounds
- Rentals
- Residences for tourists, etc.

Part II: Partners of the company

Section 1: Commercial partners

- Guests
- Suppliers
- Service providers
- Sub-contractors

Section 2: Financial partners

- Banks
- Professional investors

Part III: Funding a company

Section 1: Internal funding

- Types of internal financing
- Pros and cons of internal financing

Section 2: External funding

- By banks
- By financial markets

Section 3: Choice du funding

- Short or long term
- Specificities of hotel investments

Part IV: Sectorial analysis

Section 1: Analysis of economic competition

- Notions on segmentation Clients / Products
- The Porter model

Section 2: Strategic guidelines for companies

- Internationalization
- Specialization
- Diversification
- Concentration

Bibliography

Recommended books available on Cyberlibris:

- Begg D, Vernasca G, (2011), *Economics 10th edition*, Mc Graw – Hill UK.
- Rutherford D, (2007), *Economics: the Key Concepts*, Taylor & Francis.
- Earl P, Wakeley T, (2004), *Business Economics*, Mc Graw – Hill UK.

PROFESSIONAL CULTURE

Code: GRH 101

Number of hours: 18h

ECTS: 2

Weight: 1

Goals & Skills

Goal of the course:

- Basic knowledge in gastronomic and hospitality culture
- An overview of the history in the professional hospitality industry and restaurant services sectors
- Understanding the industry today through its history

Skills to be acquired:

- Knowing how to define the French art of hospitality
- Knowing the different types of services throughout the years
- Knowing the new trends in 21st century gastronomy
- Understanding the changes in today's way of reserving a hotel

Summary:

Students will study the background and current trends in hospitality and restaurant services from a cultural and historic point of view. This course will thus allow students, through the various cultural themes, to understand the universe in which they will work in the future. The goal is not to study technical details, which will be studied throughout the program, but to study concepts, their definitions, and to have discussions on their existence and their validity.

Teaching and assessment method

Prerequisites:

Having studied History in high school
Interest in culture

Schedule:

9 sessions of 2 hour courses

These themes will be introduced as mini conferences / debates which will allow the professors to convey historical and cultural information in a precise manner and to rouse debates on how this has changed as time goes by and on new trends.

Assessment:

2 mid-term exams in the year + a minimum of 1 test and 2 "flash" tests per period.

Part I: Introduction

What is the “French art of hospitality?”

- Origins - Elements in the definition
- From the past to the future (history of its origins up until today)
- In restaurant services
- In hotel services
- DNA of Vatel Schools

Part II: Gastronomy and restaurant services

Section 1: Changes in table manners and service modes

- The importance of service
- Different types of services
 - French, English, Russian, using a plate, using a plate with a dome over, dishes on the table
- Today’s types of services
- New trends in serving food

Section 2: Different kinds of restaurant services

- Traditional restaurant services
- Restaurant services around a theme (a product, a country, of a way of life)
- Collective restaurant services (companies, schools, hospitals)
- Fast food services (cafeteria, snacks, food trucks, food courts)
- Catering services (traditional or at home)
- Restaurant services in transportation

Section 3: An overview of French and international gastronomy

- Famous chefs in history
- The new generation of chefs
- French and international guides and gastronomic critics such as the Guide Michelin, etc.

Section 4: Current gastronomic trends

- Thoughts about the atmosphere, design and decoration in today’s restaurants in detriment to what is being served
- Thoughts on contemporary trends: new cuisine, molecular cuisine, fusion cuisine, etc.

Part III: Hotels

Section 1: How rooms were reserved throughout the years

- Traditional reservations
- Current reservations
- Changes in packages

- The beginnings of Revenue Management

Section 2: Quality audit

- Definition
- Interest
- The future of the “mystery client” in today’s TripAdvisor® world

Section 3: New trends in hospitality

- Prestigious places
- Unusual places
- Sustainable development
- Design
- Lifestyle hotels

Bibliography

Conferences and debates must stem from current professional documents, historical articles which illustrate the concepts in themes introduced and rouse discussions.

SELF IMAGE

Code: CUP 102

Number of hours: 18h

ECTS: 2

Weight: 1

Goals & Skills

Goal of the course:

- Being able to master the students' professional image
- Understanding the importance of a presentation above reproach in the hospitality industry

Skills to be acquired:

- Knowing oneself better
- Having a well put together appearance
- Mastering verbal and non-verbal forms of communication
- Knowing how to adapt people-oriented skills according to different situations

Summary:

Students are introduced to the importance of the image they project in a professional environment. They become aware of the importance of non-verbal communication. The basics of corporal hygiene are reviewed.

Teaching and assessment method

Prerequisites:

None

Schedule:

9 sessions of 2 hour courses

Educational methods must be based on real situations and role play in order to illustrate the themes and explain their importance in the hospitality industry. The link with professional experiences is crucial so that students will apply the rules as quickly as possible in concrete and real professional situations. Students must be aware that a proper presentation is imperative for jobs in hotel and restaurant services.

Use of videos is encouraged.

Assessment:

2 mid-term exams in the year + a minimum of 1 test and 2 "flash" tests per period.

Part I: Introduction to self-image concepts

Definition of the concepts

Links with appearance, knowledge of oneself, relationships with others

Part II: Physical presentation

Section 1: Knowing yourself better physically

- Morphology and silhouette
- Typology of faces

Section 2: Enhancement of oneself

- Choosing your colors
- A better wardrobe
- Adapting your hairstyle / make up

Section 3: Honing your wardrobe for the hospitality and tourism sector

- Clean and ironed clothing
- Waxed black shoes (young men) / pumps (young ladies)
- Knotting a tie correctly
- Panty-hose (young ladies) / Black socks (young men)
- Non-obtrusive jewelry
- Pride in wearing the Vatel uniform (reasons why the uniform is worn at School)

Part III: Non-verbal communication

Section 1: The importance of non-verbal communication

- Definition
- Basics

Section 2: Gestures are important

- An elegant way of walking
- Poise when standing
- The importance of smiling
- Ease in professional gestures

Section 3: Gestures to be avoided

To be adapted according to cultures

Part IV: Verbal communication

Section 1: Bases of interpersonal communication

- The stakes involved in quality listening
- Keys to convincing verbal communication

Section 2: Being polite and discreet

- Using the correct expressions
- Avoid being too familiar

Part V: Corporal hygiene

Section 1: Hair

- Clean
- Brushed
- Attached for young ladies
- Short for young men

Section 2: Face

- Clean and well cared for skin according to skin type
- Well-shaved (young men)

Section 3: Oral hygiene

- Brushed teeth
- Fresh breath

Section 4: Hand hygiene

- Washing hands
- Short and well-manicured nails

Section 5: Corporal hygiene

- A daily shower
- Clean ears
- Deodorant
- Non-obtrusive perfume

Bibliography

No specific bibliography. Professional documents and anecdotes can be used to illustrate these themes.

HYGIENE AND SAFETY

Code: NUT 101

Number of hours: 9 hours

ECTS: 1

Weight: 1

Goals & Skills

Goal of the course:

- Mastering the basics of food hygiene
- Knowledge of HACCP rules

Skills to be acquired:

- Being able to propose adapted solutions when there are gaps as compared with hygiene related requirements

Summary:

This course is related to food hygiene. Knowledge related to food hygiene is checked during the first weeks of practical application courses.

Teaching and assessment method

Prerequisites:

None

Schedule:

9 hours

Assessment:

1 mid-term exam in the year + a minimum of 1 test and 2 "flash" tests per period.

Details:

Part I: Hygiene - Notions on food safety

Section 1: Definition and stakes

- Global quality
- Food safety

Section 2: The HACCP method

- Basic principles
- Methodology
- Risk analysis

Part II: Hygiene - Risk prevention

Section 1: Preventing bacterial contamination

- Environment
- Workers
- Products
- Equipment
- Methods

Section 2: Preventing bacterial multiplication

- The cold chain
- Conservation of food
- Freezing
- Thawing

Section 3: The prevention of collective foodborne illnesses

- Ways of preventing collective foodborne illnesses
- Consequences of collective foodborne illnesses (illness and impact on reputation)

Section 4: Controls in restaurant services

- Controls upon reception
- Temperature controls in storage
- Corrective actions
- Cleaning and disinfection / surface analysis

Bibliography

Recommended books available on Cyberlibris :

- Lelieved H-L-M, Holah J-T, Napper D, (2014), *Hygiene in food processing*, Elsevier Science & Technology Books.
- Hoorfar J, (2014), *Global safety of fresh produce: a Handbook of Best Practice, Innovative Commercial solutions*, Elsevier Science & Technology Books.
- Morgan J-L, (2006), *Culinary Creation an Introduction to Food Service and World Cuisine*, Taylor & Francis.
- Knowles Tim, (2003), *Food Safety in the Hospitality Industry*, Taylor & Francis.

NUTRITION I

Code: NUT 102

Number of hours: 9 hours

ECTS: 1

Weight: 1

Goals & Skills

Goal of the course:

- Mastering the rules of balanced meals

Skills to be acquired:

- Knowing how to analyze the menu in a restaurant using dietetics

Summary:

Students are introduced to balanced meals and are able to analyze the menus in a restaurant.

Teaching and assessment method

Prerequisites:

Knowledge and skills acquired in practical application courses and internships. Mastering the rules of balanced meals.

Schedule:

9 hours of courses

This course must be taught using real situations to make it useful and attractive. Students must work on menus in a restaurant and solve concrete examples.

Assessment:

2 mid-term exams in the year + a minimum of 1 test and 2 “flash” tests per period.

Balanced meals

Section 1: The link between food and health

- Balanced meals
- Diversity
- Listening to food sensations
- Sociology (From survival to conviviality and pleasure)

Section 2: The illnesses of civilized people

- Definitions and elements
- The role played by food in prevention

Section 3: Drawing up a balanced menu

- Food families
- Importance of water
- Analysis of menus in a restaurant

Bibliography

Recommended books available on Cyberlibris:

- Morgan J-L, (2006), *Culinary Creation an Introduction to Food Service and World Cuisine*, Taylor & Francis.
- Sloan D, (2005), *Culinary Taste: Consumer in the International Restaurant Sector*, Taylor & Francis.

WINE VINTAGES

Code: VIN 101

Number of hours: 18h

ECTS: 4

Weight: 2

Goals & Skills

Goal of the course:

- General wine culture
- An initiation to *sommellerie*

Skills to be acquired:

- Knowing the main grape varieties and how they influence wine appellations
- Being able to give advice to customers on what wine to drink with a particular dish
- Being able to explain the particularities of a given wine

Summary:

Students discover and understand the world of wine and become aware of the place this drink holds in meals and the importance of matching dishes to wines. They are introduced to wine tasting.

Teaching and assessment method

Prerequisites:

None

Schedule:

9 sessions of 2 hour courses

From time to time, courses can include wine tasting. Wine tasting must be limited to once a month, for 1/2 hour and two wines at the most to be tasted and commented.

Assessment:

1 mid-term exam in the year + a minimum of 1 test and 2 "flash" tests per period.

Details:

Part I: Introduction

Section 1: General information

- Stakes involved in restaurant services and the hospitality industry
- Principal performers in the global market
- Definitions
 - Wines
 - Terroirs
 - Grape varieties
- Serving wine and *sommellerie* equipment

Section 2: Presentation of vineyards²

- Knowing wine producing areas and their characteristics
- Grape varieties, terroirs, positions of each region

Section 3: From the vine to the glass

- Grape vines, grapes, wine
- Different kinds of wines
 - Red wines
 - White wines
 - Rose wines
 - Dry wines
 - Sweet wines
 - Fermented wines
- Sparkling wines: Champagne

Section 4: Matching wines to dishes

- Theory on wine tasting
- Serving temperatures
- Types of wine tasting
- Types of aromas
- Families of scents and flavors
- Practical application of wine tasting

Bibliography

Recommended books available on Cyberlibris:

- Reynolds A, (2010), *Managing Wine Quality : Viticulture and Wine Quality*, Elsevier Science & Technology books.
- Reynolds A, (2010), *Managing Wine Quality : Oenology and Wine Quality*, Elsevier Science & Technology books.
- Jackson R, (2009), *Wine Tasting: a Professional Handbook*, Elsevier Science & Technology books.

² Local vineyards or French vineyards

HOTEL VISITS

Code: PRO 101

Number of hours: 15
hours

ECTS: --

Weight: --

Goals & Skills

Goal of the course:

- Introduction to hotels and professionals who work in hotels and restaurant services

Summary:

This course module will allow students to visit hotels and meet professionals working in the hotel and restaurant services field in order to have more information about their future careers.

Teaching and assessment method

Prerequisites:

None

Schedule:

Hotel visits / conferences-meetings with professionals

Students must be informed a week before the hotel tour of the identity of the hotel or restaurant they will be touring. Methodology to prepare the tour will be handed out by the professor. For conferences, the professor must also prepare students, so they will be able to make the most of it.

Assessment:

None

However, after each tour, a group of students will prepare a report.

Details:

Tours of 3, 4 and 5-star hotels (+ palaces, if possible)

Conferences / meetings professionals in restaurant services

Conferences / meetings professionals in the hospitality industry

FOREIGN LANGUAGE I³

Code: LAN 101	Number of hours: 36 hours	ECTS: 6	Weight: 3
---------------	---------------------------	---------	-----------

Goals & Skills

Goal of the course:

- Mastering the basics in French (level B1/B2 of the Common European Framework of Reference for Languages - CECRL)
- Mastering the linguistic and cultural differences in French speaking countries
- Mastering specific vocabulary needed in a restaurant or at the front desk of a hotel
- Knowing how to apply for an international internship

Skills to be acquired:

- Improving the level of French
- No longer being afraid to speak French
- Knowing how to reserve a table in a restaurant
- Knowing how to explain menus in a restaurant
- Knowing how to reserve a room in a hotel and vocabulary required at the front desk

Summary:

Students learn professional vocabulary needed in restaurant services or at the front desk of a hotel. They are introduced to cultural and linguistic differences in French speaking countries.

Teaching and assessment method

Prerequisites:

End of secondary studies level (B1 CECRL)

Schedule:

4 hours per week (2 two-hour courses).

Interactive courses are mandatory. Oral communication is the priority. Students must be able to make themselves understood in a professional environment and understand orders that are being given to them. In M1, the goal is to gain self-confidence and discover the attraction of speaking a foreign language.

The first course will allow the professor to determine the level of each student and to review any eventual missing grammar points.

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period and "flash" tests (oral and written) - All the knowledge and skills taught in the entire course will be assessed in the final exam.

³ Usually French as a Foreign Language

Part I: The kitchen

Section 1: Organization of the kitchens

- The parts
- Roles played by each person

Section 2: Food and dishes

- Composition of menus in a restaurant

Section 3: Kitchen utensils and equipment

Part II: The restaurant

Section 1: Reservations

- Taking reservations
- Answering the phone / writing an email

Section 2: At the front desk

- Welcoming clients
- Being polite

Section 3: Waiters and waitresses

- Knowing how to explain menus, drinks
- Taking an order
- Suggesting a dish
- Bringing the bill
- Thanking and leaving

Section 4: The atmosphere

- Types de restaurant
- Furniture, decorative items

Part III: Accommodations

Section 1: The hotel

- The world of hospitality / types of hotels
- Hotel departments
- The organization of a hotel
- Rooms

Section 2: At the front desk

- Welcoming clients / customer relations
- Check in and check out
- Taking reservations (by phone)

Bibliography

Students must use real documents in this course. We however, recommend that students purchase a book on French grammar, as well as a professional glossary.

FOREIGN LANGUAGES 2 (SPANISH⁴ I)

Code: LAN 102

Number of hours: 27
hours

ECTS: 4

Weight: 2

Goals & Skills

Goal of the course:

- Mastering basic Spanish (level A2 of the Common European Framework of Reference for Languages - CECRL)
- Discover the linguistic differences between Spanish speaking countries (Spain / Latin America)
- Mastering specific vocabulary needed in a restaurant or at the front desk of a hotel

Skills to be acquired:

- Knowing how to reserve a table in a restaurant
- Knowing how to explain menus in a restaurant
- Knowing how to reserve a room in a hotel and vocabulary required at the front desk

Summary:

Students learn professional vocabulary needed in restaurant services or at the front desk of a hotel. They are introduced to cultural and linguistic differences between Spain and countries in Latin America. Last but not least, they see technical vocabulary needed to work in the kitchens.

Teaching and assessment method

Prerequisites:

End of secondary studies level (A1 / A2 CECRL)

Schedule:

3 hours per week (2 courses per week). For small groups of students, the number of courses can be reduced.

Interactive courses are mandatory. Oral communication is the priority. Students must be capable of being understood in a professional environment and of understanding orders being given to them. In M1, the goal is to gain self-confidence and discover the attraction of speaking a foreign language.

The first course will allow the professor to determine the level of each student and to review any eventual missing grammar points.

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period and "flash" tests (oral) - All the knowledge and skills taught in the entire course will be assessed in the final exam.

⁴ Or other Foreign Language

Part I: The kitchen

Section 1: Organization of the kitchens

- The parts
- Roles played by each person

Section 2: Food and dishes

- Composition of menus in a restaurant
- Spanish and Latin American gastronomy

Section 3: Kitchen utensils and equipment

Part II: The restaurant

Section 1: Reservations

- Taking reservations
- Answering the phone / writing an email

Section 2: At the front desk

- Welcoming clients
- Being polite

Section 3: Waiters and waitresses

- Knowing how to explain menus, drinks
- Taking an order
- Suggesting a dish
- Bringing the bill
- Thanking and leaving

Section 4: The atmosphere

- Types de restaurant
- Furniture, decorative items

Part III: Accommodations

Section 1: The hotel

- The world of hospitality / types of hotels
- Hotel departments
- The organization of a hotel
- Rooms

Section 2 The Front Desk

- Welcoming clients / customer relations
- Check in and check out
- Taking reservations (by phone)

Bibliography

Students must use real documents in this course. We however, recommend that students purchase a book on Spanish grammar as well as a professional glossary.

FOREIGN LANGUAGES 2 (GERMAN⁵ I)

Code: LAN 102	Number of hours: 27 hours	ECTS: 4	Weight: 2
---------------	---------------------------	---------	-----------

Goals & Skills

Goal of the course:

- Mastering basic German (level A2 / B1 of the Common European Framework of Reference for Languages - CECRL)
- Mastering specific vocabulary needed in a restaurant or at the front desk of a hotel

Skills to be acquired:

- Knowing how to reserve a table in a restaurant
- Knowing how to explain menus in a restaurant
- Knowing how to reserve a room in a hotel and vocabulary required welcome guests at the front desk

Summary:

Students learn professional vocabulary needed in restaurant services or at the front desk of a hotel. They consolidate their social, cultural and economic knowledge of German speaking countries. Last but not least, they see technical vocabulary needed to work in the kitchens.

Teaching and assessment method

Prerequisites:

End of secondary studies level (A1 / A2 CECRL)

Schedule:

3 hours per week (2 courses per week). For small groups of students, the number of courses can be reduced.

Interactive courses are mandatory. Oral communication is the priority. Students must be capable of being understood in a professional environment and of understanding orders being given to them. In M1, the goal is to gain self-confidence and discover the attraction of speaking a foreign language.

The first course will allow the professor to determine the level of each student and to review any eventual missing grammar points.

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period and "flash" tests (oral) - All the knowledge and skills taught in the entire course will be assessed in the final exam.

⁵ Or other Foreign Language

Part I: The kitchen

Section 1: Organization of the kitchens

- The parts
- Roles played by each person

Section 2: Food and dishes

- Composition of menus in a restaurant
- Gastronomy in German speaking countries

Section 3: Kitchen utensils and equipment

Part II: The restaurant

Section 1: Reservations

- Taking reservations
- Answering the phone / writing an email

Section 2: At the front desk

- Welcoming clients
- Being polite

Section 3: Waiters and waitresses

- Knowing how to explain menus, drinks
- Taking an order
- Suggesting a dish
- Bringing the bill
- Thanking and leaving

Section 4: The atmosphere

- Types de restaurant
- Furniture, decorative items

Part III: Accommodations

Section 1: The hotel

- The world of hospitality / types of hotels
- Hotel departments
- The organization of a hotel
- Rooms

Section 2: At the front desk

- Welcoming clients / customer relations
- Check in and check out
- Taking reservations (by phone)

Bibliography

Students must use real documents in this course. We however, recommend that students purchase a book on German grammar as well as a professional glossary.

F&B ENVIRONMENT

Code: ENV 101

Number of hours: 18h

ECTS: 4

Weight: 2

Goals & Skills

Goal of the course:

- Acquisition of the basis in professional environment in an F&B department
- Setting up the tools needed for restaurant services

Skills to be acquired:

- Understanding how a restaurant and the F&B department is organized
- Being able to propose managerial or corrective solutions for different types of restaurant services
- Knowing how to identify market trends in restaurant services

Summary:

Students are introduced to the F&B environment. They discover the restaurant services market in all aspects. They learn how restaurants and F&B departments in hotels are organized.

Teaching and assessment method

Prerequisites:

None

Schedule:

2 hours per week

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period and (oral) "flash" tests

Details:

Part I: Restaurant services structure

Section 1: Different kinds of organization charts

Section 2: Functions and jobs

Section 3: How chains and groups are organized

Part II: Banquets and seminars

Section 1: Events where there are banquets

- Private events
- Professional events

Section 2: Different kinds of banquets

- Banquets
- Buffets
 - Cocktails
 - Cold meals
 - Lunch
 - Light meals

Section 3: Seminars

- Combinations of the various formulas (restaurant services + work + accommodations)
- What seminars bring to the hospitality industry

Part III: Room service

Section 1: Goal of room service

Section 2: Organization and offer

- *Room service for meals*
- *Room service for breakfast*

Part IV: Menus

Section 1: the menu as a showcase for a restaurant and as a communication tool

Section 2: Analysis of menus in a restaurant

Part V: Allocation of employees in the restaurant

Section 1: Putting in place the right kitchen crew depending on what type of food will be served

Section 2: Proposition an optimum number of personnel according to the number of meals to be served

Section 3: Including constraints such as days off that could impact putting in place staff members

Part VI: Customer expectations

- Knowing them
- Understanding them
- Convincing them
- Concluding them

Bibliography

N/A

HOSPITALITY INDUSTRY ENVIRONMENT

Code: ENV 102

Number of hours: 16
hours

ECTS: 4

Weight: 2

Goals & Skills

Goal of the course:

- Acquiring the basics in a professional hotel environment
- Setting up the tools needed for hotel services

Skills to be acquired:

- Understanding the organization of a hotel
- Being able to propose managerial or corrective solutions for different types of hotels

Summary:

Students are introduced to the environment of a hotel. They learn how hotels are organized.

Teaching and assessment method

Prerequisites:

None

Schedule:

2 hours per week

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period and "flash" tests.

Details:

Part I: Introduction

Section 1: Hotel ranking

Section 2: Independent hotels and hotel chains (voluntary and integrated)

Part II: Organization and services

Section 1: General organization

- Organization chart
- Jobs in each department
- Tasks and functions carried out in each department

Section 2: The reservations function

- Methods
- Ways of reserving

Section 3: The Front Desk

- The front desk
 - Functions and tasks
 - Organization of the department
 - Shifts
- The conciergerie
 - Functions and tasks
 - Organization of the department

Section 4: Accommodations functions

- Generalities of this department
 - General organization
 - Permanent employees or out-sourced cleaning personnel
- How a typical day is organized
- Activities of a chamber maid and the role played by the Housekeeper

Bibliography

N/A

Course content

Bachelor Vatel 2nd year - Management 2



INTERNATIONAL BUSINESS SCHOOL
HOTEL & TOURISM MANAGEMENT

MANAGEMENT II

Code: GES 201

Number of hours: 45
hours

ECTS: 6

Weight: 3

Goals & Skills

Goal of the course:

- Being able to understand a financial situation
- Mastering analytical tools for the hotel and its financial situation

Skills to be acquired:

- Knowing how to analyze the activity from a dashboard
- Being able to estimate the financial profitability of a company
- Knowing how to put a funding document together
- Knowing how to analyze customer risks
- Knowing how to manage stocks

Summary:

Students deepen their managerial knowledge and are able to analyze the financial soundness of a company. They analyze the details of the profitability of a company and master functional results and financial ratios. They fully understand how to manage stocks.

Teaching and assessment method

Prerequisites:

Students must be able to read a profit and loss account and a balance sheet as well as the intermediate operating results.

They master work required for the inventory (depreciation and stocks).

Schedule:

45 course hours (sessions of 3 +2 hour courses)

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period - All the knowledge and skills taught in the entire course will be assessed in the final exam.

Details:

Part I: Profitability of the activity

Section 1: Fixed costs and variable costs

- Definitions
- Differentiation
- The differential profit and loss account

Section 2: The profitability threshold

- In value and in quantity
- The break-even point
- Forward-looking management using a dashboard
- Calculations changing fixed costs and variable costs

Section 3: Forward-looking management

- Seeking the activity required for a given goal in turnover
- Profitability analysis
- Solutions to improve profitability

Part II: Financial analysis: the functional balance sheet

Section 1: Drawing it up

- Notion of cycles
- Designing and structure of the functional balance sheet
- Reclassification (detailed, concentrated)

Section 2: Analysis of the functional balance sheet

- Difference between operating / non-operating
- Restatements (notes receivable discounted, leasing)
- Fundamental indicators
- Financial ratios

Section 3: How to improve indicators and ratios - Methodology for analysis

Part III: Inventory management

Section 1: Rotation of stock

- The interest in good inventory management and goals
- Calculation of storage costs
- Calculation of rotation rates
- Notions of buffer stock and stock alerts

Section 2: Empirical methods

- Pareto Method (80/20)
- ABC Method

Bibliography

Recommended books available on Cyberlibris:

- Guilding C, (2002), *Financial Management for Hospitality Decision Makers*, Taylor & Francis.
- Hales J, *Accounting & Financial Analysis in the Hospitality Industry*, Taylor & Francis.

MARKETING II

Code: MKT 201

Number of hours: 27
hours

ECTS: 4

Weight: 2

Goals & Skills

Goal of the course:

- Understanding consumer behavior
- Understanding the ins and the outs of market studies in depth and the marketing approach

Skills to be acquired:

- Understanding consumer behavior and all variables that influence this
- Thorough comprehension of market study techniques and understanding results

Summary:

Students apply the tools they learned about in their first year and learn more about the marketing approach. They learn to know consumers and how they behave. Finally, they are introduced to commercial closing elements and the mechanics of yield management.

Teaching and assessment method

Prerequisites:

Students must know the marketing tools and concepts they learned in their first year (PESTEL, SWOT, the Marketing Mix, etc.).

Schedule:

9 sessions of 3 hour courses (or 2 + 1 hour)

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period - All the knowledge and skills taught in the entire course will be assessed in the final exam.

Details:

Part I: Consumers

Section 1: Influence on choices

- Needs and desires
- The Maslow classification
- Analysis of advertising campaigns
- Individual psychological variables (motivations / brakes / attitudes and personality)

Section 2: Other influence variables

- The SONCAS classification (in France) and equivalent
- Personal variables: age, gender, revenue, CSP, education level, etc.
- Environmental variables: family, social groups, social classes, culture, etc.

Section 3: The purchasing process

- Awareness of a need
- Search for information
- Assessment of alternatives (compensatory and non-compensatory)
- Choice, decision to purchase, purchase
- Post-purchase behavior
- Different kinds of purchases (daily / impulsive)

Part II: Market studies

Section 1 Introduction

- Review of the tool (cf. M1 courses)
- Methodology
- End goal

Section 2: Quantitative techniques

- Polls
 - Sample size
 - Sampling method
 - Administration method
 - Writing the questionnaire
 - Analysis of results
- The panel
 - Definition
 - Examples
- Use of results

Section 3: Qualitative techniques

- Individual interviews
- Semi-directive interviews
- Group interviews
- Observation of behavior

Section 4: Development of quali / quanti

Part III: Segmentation and targeting

Section 1: Segmentation

- Why segment?
- How to segment?
- Types of segmentation criteria
 - Geographic segmentation
 - Social-economic segmentation
 - Economic segmentations
 - Psychographic segmentation
 - Behavioral segmentation
- Qualities of good segmentation

Section 2: Targeting

- Choosing your targets
 - Volume
 - Economic competition
 - Strengths
- Different targeting strategies
 - Concentrated
 - Undifferentiated
 - Differentiated

Section 3: Specificities of segmentation and targeting for hotel-restaurant services

- First level segmentation for business and leisure
 - Priority segment
 - Complementary segment
- Expectations and conduct of business clients (individuals and groups)
- Expectations and conduct of leisure clients (individuals and groups)

Part IV: Commercial closing

Section 1: The main commercial indicators in hotel - restaurant services

- Occupancy rate
- Average room price
- RevPAR
- RevPAC
- TrevPAR, etc.

Section 2: Main ratios faced with economic competition

- Penetration rates, etc.

Section 3: Commercial closing

- Content
- Analysis
- Introduction to yield management

Bibliography

Recommended books available on Cyberlibris:

- Hood D-J, (2004), *Hospitality Marketing*, Taylor & Francis.
- Drummond G, Ensor J, (2005), *Introduction to Marketing Concepts*, Taylor & Francis.
- Lancaster G, Reynolds P, (2005), *Management of Marketing*, Taylor & Francis.
- Bowie D, Buttle F, (2004), *Hospitality Marketing: an Introduction*, Taylor & Francis.

HUMAN RESOURCES⁶ II

Code: GRH 201

Number of hours: 27
hours

ECTS: 4

Weight: 2

Goals & Skills

Goal of the course:

- Knowing how to welcome a new employee into your team
- Knowing the obligations and rights of employees
- Knowing how to assess and motivate an employee
- Understanding what goes into compensation

Skills to be acquired:

- Knowledge of the different types of work contracts
- Knowledge of dismissal procedures
- Mastering compensation policies

Summary:

In the framework of this course, students will learn how to master the employer / employee relationship depending on the country in which they study and their cultural prism. They are introduced to the fact that from one country to another, these legislative rules could possibly change. After having completed this course, students will understand the mechanisms of integration, appreciation and compensation of employees.

Teaching and assessment method

Prerequisites:

Understanding the HR function and role. Basic knowledge of the recruitment procedure. Students must have done their M1 internship which will be a basis for them for employer / employee relationships covered in this course.

Schedule:

9 sessions of 3 hour courses (or 2 + 1 hour)

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period - All the knowledge and skills taught in the entire course will be assessed in the final exam.

⁶The subjects are all mandatory. Content can be adapted to the local legal context.

Part I: Welcoming and integrating new employees

- The importance of employee induction in a company
- Goals
- Procedures to be put in place
- Welcoming and integrating a multi-cultural team

Part II: Contracts and agreements

Section 1: Types of contracts

- Common law contracts
- Specific hospitality industry contracts

Section 2: Obligations

- Formalities when hiring personnel
- Complying with the contract
- Obligations

Section 3: Termination of the contract

- Resignation
- Dismissal

Section 4: Appreciation and assessment

- Goals
- Assessment of performances
- Personal skills assessment

Section 5: Training

- Goals
- Formalities

Part III: Compensation

Section 1: Components

- Elements to be included in the pay slip
- Calculation of the pay slip

Section 2: Salary as a motivating factor

- Method to decide upon the compensation amount
- Negotiation

Recommended books available on Cyberlibris:

- Armstrong M, (2008), *Strategic Human Resources*, Kogan Page.
- Swanson R, Holton E, (2009), *Foundations of Human Resource Development*, Berrett-Koelher editions
- Perkins S, Arvinen-Muondo R, (2013), *Organizational Behaviour, People, process, Work and Human Resources Management*, Kogan Page.
- Arthur D, (2004), *Fundamentals of Human Resources Management – Ebook*, Amacom.
- Porter C, Bingham C, Simmonds D, (2007), *Exploring Human resource Management*, Mc Graw – Hill UK.
- Nickson D, (2006), *Human Resources Management for the Hospitality and Tourism Industries*, Taylor & Francis.
- Boella M, Goss-Turner S, *Human Resource Management in the Hospitality Industry*, Taylor & Francis.

COMPUTER SCIENCE II

Code: INF 201

Number of hours: 18h

ECTS: 4

Weight: 2

Goals & Skills

Goal of the course:

- Being able to understand how Excel contributes to managerial work and data analysis
- Thorough comprehension of calculations using Excel formulas and functions
- Thorough comprehension of data tables

Skills to be acquired:

- Knowing how to use formulas
- Knowing how to illustrate series of figures
- Knowing how to use Excel's main functions (conditions, search functions in a table, conditional totals, etc.)
- Understanding the notion of a data table, preparation to use a data base at a later time
- Knowing how to use the main functions in Excel

Summary:

Students deepen their knowledge in computer sciences and in particular in Excel. They master advanced functions and automatic calculations. They are introduced to data tables.

Teaching and assessment method

Prerequisites:

Basic notions in Excel, table layout, notions in calculation formulas and functions.

Schedule:

9 sessions of 2 hour courses

Courses with simultaneous manipulations guided by a video-projection and applied practical exercises in the classroom + applied exercises to do at home.

Use of Excel 2010 or 2013

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period - All the knowledge and skills taught in the entire course will be assessed in the final exam.

Part I: Search in a table - Consolidation

Section 1: Complex formulas with IF and VLOOKUP

Section 2: Linking data and consolidation of tables

Part II: Data validation

Section 1: Validation of data entered

Section 2: Setting up drop-down lists

Part III: Graphics: Setting up simple graphics

Part IV: Macros

Section 1: Notions – definitions

- Graphic controls
- Safety

Section 2: Simple graphic controls (buttons) associated with simple VBA macros

Part V: Data tables

Section 1: Presentation

- Setting up sorting
- Setting up simple filters

Section 2: Advanced functions

- Setting up advanced filters
- Subtotals in data tables
- Dynamic pivot tables

Bibliography

N/A

LEGAL CULTURE⁷

Code: JUR 201

Number of hours: 36
hours

ECTS: 6

Weight: 3

Goals & Skills

Goal of the course:

- Being able to understand the legal environment in a hotel company
- Discovery of hospitality contracts
- Knowing current regulations

Skills to be acquired:

- Thorough comprehension of contracts in the hospitality sector
- Understanding the mechanics of a hotel owner's civil liability

Summary:

Students are introduced to the legal culture in businesses and in the hospitality industry. Though they will not become true legal experts, this course will allow them to understand key notions governing their professional activity and to acquire a solid legal culture.

Teaching and assessment method

Prerequisites:

None

Schedule:

18 sessions of 2 course hours

This course should be given using case studies and be supported by current legal events and authentic documents. More than just gaining knowledge, students must be trained to search for legal information and understand legal lines of thought. Comments on by-laws should be avoided.

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period.

⁷The subjects are all mandatory. Subject content should be adapted to local laws.

Part I: Running a hotel

Section 1: General notions

- Different types of hotel management
- Status of the manager
- Organization of the professions

Section 2: Regulations linked to the activity

- Regulations of licensed beverage establishments
 - Obtaining a license, obligations linked to licenses
 - Particularities of French License IV
- Regulations of restaurants
- Regulations of hotels

Section 3: Different types of management

- Different types of corporations
 - Notion of a company
 - Different types of corporations (French SA / SARL / SAS / Civil corporations)
 - Interests
 - Pros and cons for each of them
- Voluntary hotel-restaurant chains
- Franchises
- The business and goodwill
 - Composition
 - Legal nature
 - Sale (condition and effects)
 - Leasing
 - Training
 - Effects
 - Commercial lease

Part II: Hotel-restaurant services contracts

Section 1: The notion of a contract

- Conditions to enter into a contract and its validity
- Effects

Section 2: Special contracts

- Sales contracts
 - Drawing up the contract
 - Effects
 - Sale on internet
- Travel contracts
 - Type
 - Drawing up the contract
 - Effects
 - Responsibility of the travel agency

- Hotel contracts
 - Type
 - Drawing up the contract
 - Effects
- Transportation contracts
 - Type
 - Drawing up the contract
 - Effects
- Beer and distribution contracts
 - Type
 - Drawing up the contract
 - Effects

Section 3: Contractual responsibility

- Definition
- Implementation

Part III: The hotel owner's civil liability

Section 1: Responsibility of the hotel owner in case of theft

- Presumption of responsibility
- Legal tools
- Indemnification
- Exoneration of responsibility

Section 2: Responsibility of the hotel owner in case of damage to assets

- Presumption of responsibility
- Legal tools
- Indemnification
- Exoneration of responsibility

Section 3: Responsibility of the hotel owner in case of accident

- Implementation of civil liability
- Obligations
- Exoneration due to *force majeure*

Bibliography

Recommended books might change from one country to another

ECONOMY OF TOURISM

Code: ECO 201

Number of hours: 22.5
hours

ECTS: 4

Weight: 2

Goals & Skills

Goal of the course:

- Having a global overview of the economics of tourism in today's world

Skills to be acquired:

- Knowing who's who in tourism
- Knowing how to define a touristic product
- Knowing how to link this with hospitality

Summary:

After they have completed this course, students will master the key economic trends in the tourism sector. They will understand the touristic product as well as knowing how the sale of this produce maintains tight links with the hospitality industry.

Teaching and assessment method

Prerequisites:

None

Schedule:

22.5 hours of courses in the academic year

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period.

Part I: Introduction

Section 1: Definitions

- What do we mean by tourism?
- What is the tourist economy?
- Tourism in the world
 - The WTO
 - Facts and figures

Section 2: The history of tourism

Section 3: Driving forces in tourism

Part II: The touristic product

Section 1: Demand

- Demographic factors
- Economic factors
- Psychological factors
- Sociological factors

Section 2: Offer

- Accommodations
- Restaurant services
- Transportation
- Touristic interests
- Entertainment

Part III: Touristic distribution

Section 1: New sales of touristic products online

- The market and its trends
- Links with the hospitality industry

Section 2: Agencies and traditional Tour Operators

- The market and its trends
- Links with the hospitality industry

Section 3: The mode of "discounting to sell"

- Private sales
- Last minute sales
- Auctions

Part IV: Flows

Section 1: Touristic flows

- In Europe
- In the Americas
- In the world

Section 2: Financial flows

- Breakdown
- The impact of tourism
- Changes
- The touristic balance

Bibliography

Recommended books available on Cyberlibris:

- Begg D, Vernasca G, (2011), *Economics 10th edition*, Mc Graw – Hill UK.
- Rutherford D, (2007), *Economics: the Key Concepts*, Taylor & Francis.
- Earl P, Wakeley T, (2004), *Business Economics*, Mc Graw – Hill UK.

ECONOMIC ENVIRONMENT

Code: ECO 202

Number of hours: 13.5
hours

ECTS: 2

Weight: 1

Goals & Skills

Goal of the course:

- Understanding the key global economic mechanisms

Skills to be acquired:

- Knowing the difference between liberalism and interventionism
- Understanding the problems linked with monetary policies
- Mastering the aspects of inflation and their consequences
- Having a historical point of view on the main global economic crises

Summary:

Students study the global economic environment surrounding them, the one that they live in and will work in. They are introduced to the main principles of the economy and the key mechanisms surrounding businesses.

Teaching and assessment method

Prerequisites:

Basic economics (end of high school level)

Schedule:

9 classes of 1.50 hours each

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period.

Part I: Introduction

Section 1: Definitions

- What do we mean by the economy?
- Who are the stakeholders in the world of economy?

Section 2: Key economic policies

- Liberalism
 - The mechanics of offer and demand
- State interventionism
 - Justification for State interventionism in the economy

Part II: Currencies

Section 1: The role played by currencies

Section 2: Currencies and globalization

- The euro
 - The euro zone
 - Changes in the euro
 - The euro vs. the dollar
- Key currencies
 - The foreign exchange market
 - Aspects
 - Impacts on the global economy
- The international monetary environment
 - IMF
 - The World Bank
- The stakes involved in globalization
 - Key foreign exchange networks
 - Financial globalization

Part III: Prices and inflation

Section 1: Definitions

- Inflation
- Deflation
- Disinflation

Section 2: Causes and consequences of inflation

- Causes
- Consequences
- Specificities of touristic prices
- Remedies for inflation

Part IV: Economic crises

Section 1: The 1929 economic crisis

- Causes
- Consequences

Section 2: Oil price shocks

- Causes
- Consequences

Section 3: The subprime economic crisis

- Causes
- Consequences

Section 4: The current state of the global economy

Bibliography

Recommended books available on Cyberlibris:

- Bishop M, (2004), *Essential Economics*, Profile books
- Chavance B, (2008), *Institutional Economics*, Taylor & Francis
- Begg D, Vernasca G, (2011), *Economics 10th edition*, Mc Graw – Hill UK.
- Rutherford D, (2007), *Economics: the Key Concepts*, Taylor & Francis.
- Earl P, Wakeley T, (2004), *Business Economics*, Mc Graw – Hill UK.

CURRENT EVENTS IN THE HOSPITALITY INDUSTRY

Code: ACT 201	Number of hours: 13.5 hours	ECTS: 2	Weight: 1
---------------	-----------------------------	---------	-----------

Goals & Skills

Goal of the course:

- Being able to gather intelligence in professional current events
- Having a perfect knowledge of current events going on in the local, nationwide and international hotel and restaurant services sector

Skills to be acquired:

- Know how to search for information
- Knowing how to build a Press Review
- Development of a synthetic spirit
- Development of a critical spirit

Summary:

Students must have deep knowledge of the current events taking place in the hotel and restaurant services industries where they are studying and will be working. They will learn how to look for information, analyze it and summarize it. This course will allow them to link skills and knowledge acquired in the other courses with current events in the industry.

Teaching and assessment method

Prerequisites:

The acquisition of all knowledge and skills in the M1 year is required to well understand current events.

Schedule:

9 classes of 1.50 hours each

Each lesson must concern current events in the hotel and restaurant services industry. Each week, students will draw up a summary of the current events that they'll present as a debate to the entire class.

Each semester they will also do group work on an important theme, as a report. This report will be presented to the class as a written presentation or a video.

Assessment:

Assessment by exams and reports written

Details:

The themes mentioned in class are current events (and thus free) but imperatively and cumulatively studied:

- And the local, national and international levels;
- For hotels and restaurant services (if applicable, in current events in tourism);
- In general written press, economic and professional press;
- On dedicated professional internet sites;
- On professional social networking sites.

Each theme mentioned must rouse a debate. The link with other subjects taught and knowledge acquired is necessary and imperative (theoretical courses, practical application courses and internships).

Professors must give students a methodology on press reviews in order to have consistent work and a critical spirit; their curiosity should also be sparked.

Bibliography

All types of current events documents

ORAL COMMUNICATION

Code: COM 201

Number of hours: 13.5
hours

ECTS: 4

Weight: 2

Goals & Skills

Goal of the course:

- Being at ease in professional situations requiring oral communication

Skills to be acquired:

- Knowing how to speak distinctly
- Knowing when to speak in a meeting
- Knowing how to be eloquent
- Knowing how to use the correct vocabulary according to different situations
- Knowing how to place their voices
- Knowing how to organize and master a speech

Summary:

This course allows students to be aware of the importance of their oral communication in a professional environment. They learn to adapt the tone of their voice and register of the language according to given situations. They are at ease when speaking in public and try to overcome any eventual shyness or fear.

Teaching and assessment method

Prerequisites:

None

Schedule:

9 classes of 1.50 hours each

The sessions are based on individual and group exercises. Theatric expression is encouraged as well as media training whenever possible.

Assessment:

Assessment by exams and drawing up files (video, theatric expression)

Details:

Themes to be introduced:

- Knowing how to overcome shyness: breathing exercises and relaxation / theatric expression
- Knowing how to speak in public (erasing any linguistic or gestural tics (presentations / interviews, etc.))
- Knowing how to organize a speech (training in chairing a meeting or speaking in a meeting)
- Knowing how to use the correct language registry (when talking to guests in a hotel, to employees of a structure)
- Adapting the tone of the voice to various situations / theatre - role play
- Mastering and freeing expression / theater

NUTRITION II

Code: NUT 201

Number of hours: 9 hours

ECTS: 2

Weight: 1

Goals & Skills

Goal of the course:

- Being able to propose alternatives to different publics in a restaurant when they have food imperatives
- Having knowledge on agri-food marketing trends

Skills to be acquired:

- Understanding the new trends in gastronomy

Summary:

Students will learn how to sell, in a hands-on manner, the new trends in gastronomy, depending on the imperatives of various publics and with a concrete analysis of the themes and concepts that were introduced in “Professional Culture” or “Current Events.”

Teaching and assessment method

Prerequisites:

Knowledge and skills acquired during practical application courses and internships. Mastering the rules of balanced meals.

Schedule:

9 hours of courses

This course must be taught using real situations to make it useful and attractive. Students must work on menus in a restaurant and solve concrete examples where a different publics require an imposed diet.

Assessment:

2 mid-term exams in the year + a minimum of 1 test and 2 “flash” tests per period.

Details:

Part I: Adapting menus to different publics

Section 1: Medical imperatives

- Allergies
- Gluten intolerance
- Lactose intolerance

Section 2: Religious imperatives

- Halal food
- Kosher food

Section 3: Philosophical imperatives

- Vegetarian diets
- Vegan diets
- Crete / Mediterranean diets
- Organic food
- Locavore food
- Fair trade food

Bibliography

Recommended books available on Cyberlibris:

- Morgan J-L, (2006), *Culinary Creation an Introduction to Food Service and World Cuisine*, Taylor & Francis.
- Sloan D, (2005), *Culinary Taste: Consumer in the International Restaurant Sector*, Taylor & Francis.

WORLDWIDE WINE VINTAGES

Code: VIN 201

Number of hours: 9 hours

ECTS: 2

Weight: 1

Goals & Skills

Goal of the course:

- Discovering wines from all over the world
- An introduction to the global wine market

Skills to be acquired:

- Knowing the main global grape varieties and how they influence wine appellations
- Being able to give advice to customers on what wine to drink with a particular dish
- Being able to explain the particularities of a given wine

Summary:

Students discover wines sold on the global market and become aware that local or French wines are not the only ones available. As this course continues, they acquire a geographic approach for vineyards and enough knowledge and know-how to be able to guide their customers towards product often unknown to them.

Teaching and assessment method

Prerequisites:

Knowledge acquire in the first year

Schedule:

9 hours of courses

From time to time, courses can include wine tasting. Wine tasting must be limited to once a month, for 1/2 hour and two wines at the most to be tasted and commented.

Assessment:

1 mid-term exam in the year + a minimum of 1 test and 2 "flash" tests per period.

Part I: Introduction

The main wine and grape producing regions in Europe and around the world

Part II: Discovery of American wines - French wines for Schools in the Americas zone

Section 1: Wines from the United States

- Californian wines
- Types of wines and particularities
- Grape varieties
- Place in the global market

Section 2: Wines from Latin America

- Brazil / Argentina / Chili / Uruguay
- Types of wines and particularities
- Grape varieties
- Place in the global market

Part III: Discovery of wines from Australia and New Zealand

- Wine producing regions (Eastern Australia / Marlborough)
- Types of wines and particularities
- Grape varieties
- Place in the global market

Part IV: Discovery of wines from South Africa

- Wine producing regions
- Types of wines and particularities
- Grape varieties
- Place in the global market

Bibliography

Recommended books available on Cyberlibris:

- Reynolds A, (2010), *Managing Wine Quality : Viticulture and Wine Quality*, Elsevier Science & Technology books.
- Reynolds A, (2010), *Managing Wine Quality : Oenology and Wine Quality*, Elsevier Science & Technology books.
- Jackson R, (2009), *Wine Tasting: a Professional Handbook*, Elsevier Science & Technology books.

FOREIGN LANGUAGE⁸ II

Code: LAN 201	Number of hours: 45 hours	ECTS: 6	Weight: 3
---------------	------------------------------	---------	-----------

Goals & Skills

Goal of the course:

- Expanding professional vocabulary
- Learning how to write a resume and a cover letter
- Greater social, cultural and economic knowledge about French speaking countries

Skills to be acquired:

- Knowing how to write formal letters and a resume
- Knowing how to use written salutations
- Knowing how to write sales letters

Summary:

Students deepen their knowledge in professional vocabulary and learn how to use formal expressions, both orally as well as in customer relations. They learn how to apply for a job or an internship in French.

Teaching and assessment method

Prerequisites:

Level B1 CERCL

Schedule:

5 hours per week

Interactive courses are mandatory. Written French is more important than it was in M1.

In the first class, students will talk about their experiences in their internships and the professor will go over notions studied in the first year.

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period and "flash" tests (oral) - All the knowledge and skills taught in the entire course will be assessed in the final exam.

⁸ Usually French as a Foreign Language

Part I: Applying for a job in French

Section 1: Writing a resume

Section 2: Writing a cover letter

Section 3: Working your network

- Introducing yourself quickly and professionally
- Understanding job opportunities
- Writing formal letters

Section 4: The job interview (role play)

Part II: Commercial correspondence

Section 1: Reading and writing commercial letters

Section 2: Know how to make and cancel an appointment by email or on the phone

Part III: Hotel services

Section 1: The Front Desk

- Review of basic principles
- Different behaviors with guests
- Welcoming all sorts of guest in all situations
- Welcoming VIP clients

Section 2: Accommodations and housekeeping

- Functions of housekeeping personnel
- Bringing answers to customers
- Vocabulary review

Section 3: The Front Desk and Concierge department

- The role played by the concierge
- Handling complaints
- Handling the most frequent requests a concierge has
- Handling cancellations on the phone

Part IV: Professional news

Section 1: Hotel chains in the French speaking world

Section 2: Particularities of hotels chains in the French speaking world

Bibliography

Courses must use authentic documents such as newspapers, professional magazines, job vacancies, etc. for students to work on. We however, recommend that students purchase a book on French grammar as well as a professional glossary.

FOREIGN LANGUAGES 2 (SPANISH⁹ II)

Code: LAN 202	Number of hours: 27 hours	ECTS: 4	Weight: 2
---------------	------------------------------	---------	-----------

Goals & Skills

Goal of the course:

- Expanding professional vocabulary
- Learning how to write a resume and a cover letter
- Greater social, cultural and economic knowledge about Spanish speaking countries

Skills to be acquired:

- Knowing how to write formal letters and a resume
- Knowing how to use written salutations
- Knowing how to write sales letters

Summary:

Students deepen their knowledge and professional vocabulary and learn how to use formal expressions both in writing and in speaking for customer relations. They learn how to apply for a job or an internship in Spanish.

Teaching and assessment method

Prerequisites:

Level A2 / B1 CECRL

Schedule:

3 hours per week (2 courses per week). For small groups of students, the number of courses can be reduced.

Interactive courses are mandatory. Written French is more important than it was in M1.

In the first class, students will talk about their experiences in their internships and the professor will go over notions studied in the first year.

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period and "flash" tests (oral) - All the knowledge and skills taught in the entire course will be assessed in the final exam.

⁹ Or other Foreign Language

Part I: Applying for a job in Spanish

Section 1: Writing a resume

Section 2: Writing a cover letter

Part II: Commercial correspondence

Section 1: Reading and writing commercial letters

Section 2: Know how to make and cancel an appointment by email or on the phone

Part III: Hotel services

Section 1: The Front Desk

- Review of basic principles
- Different behaviors with guests
- Welcoming all sorts of guest in all situations
- Welcoming VIP clients

Section 2: Accommodations and housekeeping

- Functions of housekeeping personnel
- Bringing answers to customers
- Vocabulary review

Section 3: The Front Desk and Concierge department

- The role played by the concierge
- Handling complaints
- Handling the most frequent requests a concierge has
- Handling cancellations on the phone

Part IV: Professional news

Section 1: Hotel chains in the Spanish speaking world

Section 2: Particularities of hotels chains in the Spanish speaking world

Bibliography

Courses must use authentic documents such as newspapers, professional magazines, job vacancies, etc. for students to work on. We however, recommend that students purchase a book on Spanish grammar as well as a professional glossary.

FOREIGN LANGUAGES 2 (GERMAN¹⁰ II)

Code: LAN 202	Number of hours: 27 hours	ECTS: 4	Weight: 2
---------------	------------------------------	---------	-----------

Goals & Skills

Goal of the course:

- Expanding professional vocabulary
- Learning how to write a resume and a cover letter
- Greater social, cultural and economic knowledge about German speaking countries

Skills to be acquired:

- Knowing how to write formal letters and a resume
- Knowing how to use written salutations
- Knowing how to write sales letters

Summary:

Students deepen their knowledge and professional vocabulary and learn how to use formal expressions both in writing and in speaking for customer relations. They learn how to apply for a job or an internship in German.

Teaching and assessment method

Prerequisites:

Level B1 CECRL

Schedule:

3 hours per week (2 courses per week). For small groups of students, the number of courses can be reduced.

Interactive courses are mandatory. Written German is more important than it was in M1.

In the first class, students will talk about their experiences in their internships and the professor will go over notions studied in the first year.

Assessment:

2 mid-term exams in the year + a minimum of 2 tests per period and "flash" tests (oral) - All the knowledge and skills taught in the entire course will be assessed in the final exam.

¹⁰ Or other Foreign Language

Part I: Applying for a job in German

Section 1: Writing a resume

Section 2: Writing a cover letter

Part II: Commercial correspondence

Section 1: Reading and writing commercial letters

Section 2: Know how to make and cancel an appointment by email or on the phone

Part III: Hotel services

Section 1: The Front Desk

- Review of basic principles
- Different behaviors with guests
- Welcoming all sorts of guest in all situations
- Welcoming VIP clients

Section 2: Accommodations and housekeeping

- Functions of housekeeping personnel
- Bringing answers to customers
- Vocabulary review

Section 3: The Front Desk and Concierge department

- The role played by the concierge
- Handling complaints
- Handling the most frequent requests a concierge has
- Handling cancellations on the phone

Part IV: Professional news

Section 1: Hotel chains in German speaking countries

Section 2: Particularities of hotels chains in German speaking countries

Bibliography

Courses must use authentic documents such as newspapers, professional magazines, job vacancies, etc. for students to work on. We however, recommend that students purchase a book on German grammar as well as a professional glossary.

Course content

Bachelor Vatel 3rd year - Management 3



INTERNATIONAL BUSINESS SCHOOL
HOTEL & TOURISM MANAGEMENT

INTRODUCTION TO COST-CONTROL

Code: GES 301

Number of hours: 52
hours

ECTS: 8

Weight: 4 / 5

Goals & Skills

Goal of the course:

- Being able to understand how costs occur
- Mastering budget management (estimated budget, real budget)
- Being able to ensure the follow-up of the results in an operational department

Skills to be acquired:

- Knowing how to calculate production costs so as to be able to propose possible sales costs
- Knowing how to analyze, understand and explain gaps
- Knowing how to analyze bankruptcy risks

Summary:

Students are introduced to F&B cost-control. They learn how to ensure the follow-up of sales and production costs and are able to bring in sustainable solutions in order to improve the results of an operational department.

Teaching and assessment method

Prerequisites:

Students must be able to read a profit and loss account and a balance sheet as well as the intermediate operating results.

They master work required for the inventory (depreciation and stocks).

Students must also know how to build and analyze a functional balance sheet as well as a dashboard.

Schedule:

4 hours per week

The first classes can target reviews of notions taught in the previous years. The last classes also target reviews to prepare students for the final exam.

Assessment:

1 mid-term exam in the year + a minimum of 2 tests per period - 1 final exam at the end of the academic year. All the knowledge and skills taught in the entire course will be assessed in the final exam.

Part I: Costs

Section 1: Notions of costs

- Definition (from expenses to costs)
- Inventorial costs
- Additional costs
- *Differences between direct and indirect expenses*
- *Breakdown of indirect expenses*

Section 2 - Calculation of costs

- *Calculation of production costs*
- *Complete costs*
- *Fixing the sales price*

Part II: Reporting and gap analysis

Section 1: Standard costs

- Standard unit cost sheet
- Flexible budget for indirect expenses

Section 2: Analysis budget / completed costs

- Price gaps
- Quantity
- Composition

Part III: Budget management

Section 1: Budgets

- Operating budget (cash expenses and calculated expenses, cashable revenues and calculated revenues)
- Sales budget
- Purchasing budget
- Expenses budget
- Investment budget
- VAT budget
- Cash inflow / cash outflow budget
- Cash reserves budget

Section 2: Remedies

- Different kinds of remedies
- "Goal zero" cash reserves

Part IV: The Uniform System of Accounts for the Lodging Industry (USALI)

Section 1: Principles and scope

Section 2: Goals

- Performance of operational departments
- Costs of functional departments
- Performance of the hotel
-

Section 3: Drawing up and analyzing the USALI dashboard

- Gross margins
- Margins on direct expenses in operational departments
- Functional indirect expenses
- Calculation of production costs

Part V: Analysis using ratios

- Financial ratios
- Economic value ratios
- Economic value ratios

Bibliography

Recommended books available on Cyberlibris:

- Guilding C, (2002), *Financial Management for Hospitality Decision Makers*, Taylor & Francis.
- Hales J, *Accounting & Financial Analysis in the Hospitality Industry*, Taylor & Francis.

MARKETING III

Code: MKT 301

Number of hours: 26
hours

ECTS: 6

Weight: 3 / 5

Goals & Skills

Goal of the course:

- Mastering and implementing actions that a hotel has to impact the market.

Skills to be acquired:

- Knowing how to design a coherent and efficient market mix
- Thorough comprehension of product, price, distribution and sales policies

Summary:

After they have finished this course, students will master the marketing mix. They become aware of the importance of the produce / price / distribution policies in the hospitality industry. They also learn how to use the CRM tool.

Teaching and assessment method

Prerequisites:

Knowledge on consumer behavior and market studies is mandatory.

Schedule:

13 sessions of 2 course hours

The first classes can target reviews of notions taught in the previous years. The last classes also target reviews to prepare students for the final exam.

Assessment:

1 mid-term exam in the year + a minimum of 2 tests per period - 1 final exam at the end of the academic year. All the knowledge and skills taught in the entire course will be assessed in the final exam.

Part I: Introduction

Section 1: The life cycle of a product

- Launch
- Growth
- Maturity
- Decline

Section 2: How the marketing mix changes in these stages

Section 3: Making coherent choices for your marketing mix

Part II: Product policies

Section 1: Particularities of services in the hotel concept

- Basic service
- Additional services

Section 2: Positioning

Section 3: Product features

- The brand
- Design

Section 4: Brand strategies

- Clean
- Caution
- Umbrella

Section 5: Product range

- Definitions
- Dimensions
 - Length
 - Width
 - Depth
- Changes
 - Extension
 - Rejuvenation
 - Reduction
- The BCG Matrix
 - Star product / Dogs / Cash Cows / Question marks
 - Interpretation of the matrix
- Innovation in the hospitality industry
 - Stakes
 - Approaches
 - Results

Section 6: Quality

- Quality levels
 - Expected
 - Desired
 - Delivered
 - Perceived
- The quality approach
 - Goals
 - Basic principles
 - Implementation in a hotel
 - Standards and certifications / Labels
- Control tools
 - Audits
 - Mystery visits
 - Satisfaction poll

Part III: Pricing policies

Section 1: Methods of calculating prices

- Calculation of production costs (Omnes Principles)
- The profitability threshold
- RevPar optimization using differentiated tariffs

Section 2: Dealing with rival companies

- Market prices
- Influence of economic competition

Section 3: Different pricing policies

- Price adjustment
- Skimming price policy
- Penetration

Section 4: Methods of fixing prices using demand

- Taking consumers and their expectations into account for pricing
- Elasticity
 - Definition
 - Calculation mode
 - Use
 - Analysis
- Psychological price
 - Definition
 - Use
 - Graphic representation
 - Calculation mode
 - Analysis
 - Limitations of this technique

- Yield management
 - Definition
 - Basic principles
 - Characteristics
 - Implementation

Part IV: Distribution policies

Section 1: Choice of channels

- Direct distribution
- Indirect distribution

Section 2: Choice of middlemen

- Types
- Numbers

Section 3: Distribution and development strategies

- Intensive
 - Pros
 - Cons
- Selective
 - Pros
 - Cons
- Exclusive
 - Pros
 - Cons

Part V: Customer relation management (CRM)

Section 1: Stakes of good CRM

- Customer loyalty
- Customer satisfaction
- Improving profitability

Section 2: Principles of CRM

Section 3: Implementation tools

- Data bases
- Bigdata
- Scoring
- Datatiming

Section 4: Tools for sustainable relations

- Clubs
- Events
- Loyalty cards
- Magazines
- Social networks
- Interactivity between the client and the company

Bibliography

Recommended books available on Cyberlibris:

- Hood D-J, (2004), *Hospitality Marketing*, Taylor & Francis.
- Lancaster G, Reynolds P, (2005), *Management of Marketing*, Taylor & Francis.

HUMAN RESOURCES III¹¹

Code: GRH 301

Number of hours: 26
hours

ECTS: 6

Weight: 3 / 5

Goals & Skills

Goal of the course:

- Developing knowledge in human resources
- Rousing curiosity and being able to search for legal information on human resources in the hospitality industry

Skills to be acquired:

- Honing the students' analytical spirit for HR issues in a hotel
- Knowing how to search for legal information and checking it and rolling it out in a department or in a hotel
- Understanding employer rights and duties
- Analyzing the rights and duties of employees

Summary:

Students develop the knowledge acquired in the previous years. They become aware of the rights and duties of stakeholders for work related subjects. This course is intended to be a place where debate, exchanges and methodology of research on themes takes place so that students, when they will be working in a hotel in the future, will be able to ask themselves the correct questions on HR problems.

Teaching and assessment method

Prerequisites:

The knowledge that was taught in the first two years of courses must have been learned.

Schedule:

13 sessions of 2 course hours

The first classes can target reviews of notions taught in the previous years. The last classes also target reviews to prepare students for the final exam.

All subjects taught are intended to spark research and discussions. Professors should encourage students to compare systems in other countries.

Assessment:

1 mid-term exam in the year + a minimum of 2 tests per period - 1 final exam at the end of the academic year. All the knowledge and skills taught in the entire course will be assessed in the final exam.

¹¹The subjects are all mandatory but they sometimes require an adaptation to comply with local regulations.

Part I: Assessment

Section 1: Objectives of assessment systems

- Why assess employees?
- Why should you be assessed?
- Interest for the employee
- Interest for the employer
- Obligation to do assessments

Section 2: Performance evaluations

- How to evaluate performances?
- Results
- Interview
- Methods

Part II: The work week

Section 1: Legislation on the work week

- Local context
- Comparison with other legislations
- Analysis: Pros and cons of legislation
- Legal sources: how to find reliable information

Section 2: Management of the work week in the company

- Managing time off
- Specificities related to hotels
- Working at night

Part III: Disciplinary powers of the employer

Section 1: Power that the General Manager has

- Scope of power
- Procedure

Section 2: Dismissal

- Individual dismissal
 - Principles and scope
 - Formalities and procedures
- Laying off personnel for economic reasons
 - Principles and scope
 - Formalities and procedures

Part IV: Conflict management in a company

Section 1: Relations with unions and employee representatives

Section 2: Collective conflicts

- Strikes
- Lock out
- Resolving conflicts

Part V: the social responsibility of a company

Section 1: Employing disabled workers

- Obligations
- Legislation
- Implementation
- Constraints
- Comparison between countries

Section 2: Discrimination

- Types of discrimination
 - Sexual discrimination
 - Racial discrimination
- Obligations
- Verification and sanctions
- Comparison between countries

Bibliography

Recommended books available on Cyberlibris:

- Armstrong M, (2008), *Strategic Human Resources*, Kogan Page.
- Swanson R, Holton E, (2009), *Foundations of Human Resource Development*, Berrett-Koelher editions
- Perkins S, Arvinen-Muondo R, (2013), *Organizational Behaviour, People, process, Work and Human Resources Management*, Kogan Page.
- Arthur D, (2004), *Fundamentals of Human Resources Management – Ebook*, Amacom.
- Porter C, Bingham C, Simmonds D, (2007), *Exploring Human resource Management*, Mc Graw – Hill UK.
- Nickson D, (2006), *Human Resources Management for the Hospitality and Tourism Industries*, Taylor & Francis.
- Boella M, Goss-Turner S, *Human Resource Management in the Hospitality Industry*, Taylor & Francis.

TAXATION¹²

Code: FIS 301

Number of hours: 26
hours

ECTS: 4

Weight: 3

Goals & Skills

Goal of the course:

- Understanding fiscal obligations a hotel has
- Knowing how to draw up a budget that includes all the various social contributions a hotel or a restaurant has
- Knowing how to differentiate the bottom line from the fiscal result

Skills to be acquired:

- Knowing how to find reliable and up-to-date information in fiscal subjects
- Being able to appreciate the various sources of fiscal information in a concrete situation

Summary:

Students are introduced to fiscal rules governing the hospitality industry. This course is intended to allow them to understand the fiscal mechanisms in force and to know how to find reliable fiscal information in order to comply with local regulations. Students will hone their curiosity and their analytical spirit faced with real situations without however, becoming fiscal specialists.

Teaching and assessment method

Prerequisites:

Managerial know-how acquired in the previous years. Students must know how to obtain an accounting result.

Schedule:

13 sessions of 2 course hours

Students must be used to fiscal mechanisms and looking for information. Learning rates or fiscal rules by heart should be avoided as well as having students do exercises based only on calculations.

Assessment:

1 mid-term exam in the year + a minimum of 2 tests per period - 1 final exam at the end of the academic year. All the knowledge and skills taught in the entire course will be assessed in the final exam.

¹²All subjects are mandatory. Content must be adapted to comply with local legal regulations.

Part I: Introduction

Section 1: The role played by taxation

- Taxation rules
- Calculation methods

Section 2: Sources of fiscal information

- Legislative and regulatory sources
- Case laws and doctrines
- The reliability of information available on internet

Part II: Taxation of profits in a company

Section 1: Industrial and commercial profit (French BIC)

- Principles and scope
- Notions of taxable households, global income and categorical income
- Calculation of taxes
- Processing deficits

Section 2: Determination of taxable results

- Taxation during the fiscal year
- Analysis of taxable revenue and deductible expenses

Section 3: Corporate taxes

- Difference from industrial and commercial profit
- Concerned companies
- Calculation of taxes
- Payment of taxes
- Processing deficits (upcoming and past)

Part III: VAT - Tax on Added Value

Section 1: Mechanisms and principles

- Scope
- Role played by companies
 - Taxpaying businesses
 - Taxpayers
- Regimes of declaring taxes
- Chargeability of taxes
- Deductibility of taxes

Section 2: VAT on sales

- Background of VAT
- Calculation of prices all taxes included according to the way employees are compensated (set price or at each service)
- VAT rules on accounts and deposits for no-shows
- VAT and invoicing clients

Section 3: VAT on purchases

- How to recover VAT
 - Basic rules
 - Documents to use
- VAT on benefits in kind and gifts
- Concrete examples of non-recuperation of VAT

Part IV: Taxes and specific rights in the hotel-restaurant services industry

Section 1: Visitor's tax

- Scope
- Operations

Section 2: Public service broadcasting contribution

- Basic principles
- Operations

Section 3: Rights when broadcasting music

- The French SACEM
- Distinction hotels / restaurants

Bibliography

N/A

COMPUTER SCIENCE III

Code: INF 301

Number of hours: 26
hours

ECTS: 4

Weight: 2 / 4

Goals & Skills

Goal of the course:

- Being able to build spreadsheet tools and data base management systems
- Rolling out these tools to help the organization's activity as well as the decision-making process for the manager
- An introduction to data base analysis

Skills to be acquired:

- Knowing how to use Excel as a data base
- Being able to question a data base in a professional context
- Being able to be autonomous to apply a creation, implantation and data base management methodology

Summary:

Students use Excel in data base functions and learn how to master data base management systems using Access.

Teaching and assessment method

Prerequisites:

Mastery of Excel
Basic notions in Access

Schedule:

13 sessions of 2 course hours

The course includes simultaneous manipulations guided by a video-projection and applied practical exercises in the classroom + applied exercises to do at home.

Use of Excel and Access versions 2010 or 2013

Assessment:

1 mid-term exam in the year + a minimum of 2 tests per period - 1 final exam at the end of the academic year. All the knowledge and skills taught in the entire course will be assessed in the final exam.

Part I: Excel as a data base

Section 1: Dynamic pivot tables (review and development)

Section 2: Scenario management

- Comparison of figures in different scenarios and generation of a comparative synthetic table

Section 3: Excel's Solver

- Automatic modification of an element in calculation depending on a value imposed in the result

Section 4: Target value

- Obtaining a proposed solution depending on a predefined global goal and in compliance with numerical constraints

Part II: Data base management system (Access)

Section 1: Tables

- Creating a table
- Choosing the right type of field
- Applying the properties in the field

Section 2: Primary key

- Choosing the primary key
- Indexing a table

Section 3: Forms

- Creating a personalized form

Section 4: Searches and filters

- Doing research
- Sorting
- Filtering

Section 5: Relations / Queries

- Putting tables into relation
- Using selection queries
- Creating a delete query, a table creation query
- Inserting a calculated field into a query
- Doing statistical calculations
- Creating a query with parameters

Section 6: Advanced forms

- Creating a calculated control in a form
- Putting in place a sub-form
- Creating a form of several pages

Section 7: States

- Creating an instantaneous exit condition
- Creating an exit condition in creation mode

Bibliography

N/A

CAREER PROJECT

Code:

Number of hours: 6 hours

ECTS: --

Weight: --

Goals & Skills

Goal of the course:

- Being able to present a relevant professional application compared with the students' skills and profile

Skills to be acquired:

- Knowing how to introduce oneself, highlighting one's skill set
- Knowing how to write a resume and a cover letter

Summary:

Courses in the "Career Project" module target students who will be leaving school after their M3 year but can also concern those who are continuing until their M5 year. The goal is to help them find out more about jobs that interest them but especially those which match their profiles.

Teaching and assessment method

Prerequisites:

None

Schedule:

6 hours of coaching

Assessment:

None

Details:

Each student thinks about his or her professional project and during the course, writes a cover letter and a resume which highlights his or her skill set and personal qualities.

The professor will give students a typical cover letter and a methodology to write their resume.

Special attention will be given to:

- The geographical destination desired by the students. These desires must match the level of language required.
- The type of structure the student would like
- Methods and timetable for reminders for job applications that were sent
- Correct use of professional social networks such as LinkedIn®
- Managing your own e-reputation on internet and on your personal social networks

MULTICULTURAL MANAGEMENT

Code: CLT 301

Number of hours: 26
hours

ECTS: 2

Weight: 1 / 3

Goals & Skills

Goal of the course:

- Being able to understand cultural notions and their consequences on managerial situations
- Implementing tools and cultural determinants in order to approach differences and manager an international team
- Learning how to overcome stereotypes

Skills to be acquired:

- Thorough comprehension of theories concerning behavior and values
- Being able to identify the key reference points in large national cultures
- Being able to analyze cross-cultural situations

Summary: This course highlights cross-cultural situations in the workplace and situations which future hotel managers will have to deal with. It is aimed at having students think about what happens when people live abroad, on how to overcome stereotypes and how to deal with invisible codes in managing other cultures. Priority will be given to real situations and concrete cases. Students must understand the fact that all cultures have a sense and can be understood, but more than an inventory of “what is done and what is not done” is required to understand others.

Teaching and assessment method

Prerequisites:

General culture and openness to others

Schedule:

13 sessions of 2 course hours

Multicultural management courses must be very interactive including when professors are teaching theoretical aspects.

As for part VII: Oral presentations and synthetic notes, presentations on different countries and management styles: analyzing how this impacts senior management, how companies are organized and how staff are motivated.

Assessment:

1 mid-term exam in the year + a minimum of 2 tests per period - 1 final exam at the end of the academic year. All the knowledge and skills taught in the entire course will be assessed in the final exam.

Part I: Definitions

Section 1: The interest of multicultural aspects in hospitality industry jobs

Section 2: Internationalization and global outreach of hotel functions

Part II: Cultural codes and differentiation factors

Section 1: Religion

Section 2: Family

Section 3: History

Section 4: The shock between generations

Section 5: A threat to identity

Part III: The international experience

Section 1: Benchmarks and relativity in cultures

Section 2: Keys to a successful meeting

- *Overcoming chauvinism*
- *Overcoming ethnocentrism*
- *Overcoming stereotypes*
- *Overcoming cultural shock*

Part IV: management models for cultural diversity

Section 1: Cultural pluralism and intercultural aspects

- Cultural pluralism as an undesirable situation
- Cultural pluralism as a managed situation

Section 2: The Edward T. Hall Theory

- Explicit and implied messages
- Flexible time / monochronic time
- The need for personal space

Part V: Managing a multi-cultural team

Section 1: Taking contextual elements of others into account

Section 2: Limitations of elements and complexity of models

Section 3: The decision-making process

- How:
 - Persuasion
 - Resume
 - Compromise
 - Deduction
 - Implementation
- Why

Part VI: Cross-cultural approaches

Section 1: The Geert Hofstede Approach

- *Scope*
- *Risks*

Section 2: Philippe D'Iribarne

- *Scope*
- *Risks*

Section 3: Fons Trompenaars

- *Scope*
- *Risks*

Section 4: Reflections on "living together"

Part VII: Cultures and management throughout the world

Section 1: Anglo-Saxon countries

Section 2: Southern and Northern Europe including Germany

Section 3: Latin America (Brazil and a Spanish speaking country)

Section 4: African countries (A country from Northwest Africa and a country from Sub-Saharan Africa)

Section 5: Asian countries: Japan, China and a country from South-Eastern Asia

Bibliography

Recommended books available on Cyberlibris:

- Moran R, Harris P, Moran S, (2007), *Managing Cultural Differences, Global Leadership Strategies for the 21st Century*, Taylor & Francis.
- Thomas D, (2016), *The Multicultural Mind*, Berrett-Koehler Publishers.
- Hogan C, (2007), *Facilitating Multicultural Groups*, Kogan Page.

Hospitality Sales

Code: PRO 301

Number of hours: 26
hours

ECTS: 3

Weight: 1 / 3

Goals & Skills

Goal of the course:

- Understanding the different internal and external communication levers
- Rolling on communication tools on a local market or an international one
- An introduction to advertising creations

Skills to be acquired:

- Thorough comprehension of how to promote a company by communication
- Being able to design a communication strategy with and without media

Summary:

This course allows students to understand how companies are promoted using communication. Students are introduced to communication strategy and will study media and non-media tools to promote a company. Deep knowledge in marketing is required to well understand this course in promoting a company.

Teaching and assessment method

Prerequisites:

Good understanding of marketing basics (cf. marketing courses in M1 and M2)

Schedule:

13 sessions of 2 course hours

Assessment:

1 mid-term exam in the year + a minimum of 2 tests per period - 1 final exam at the end of the academic year.

Details:

Part I: Introduction

Section 1: Visual identity

- Elements
- Characteristics

Section 2: The corporate image

- An image audit
- Creating of a visual identity and a graphic charter

Part II: Media communication strategy

Section 1: Different kinds of tools

Section 2: Steps in the strategy

Section 3: Different kinds of strategies

Section 4: Different kinds of media

- Television
- Written press
- Radio
- Posters
- Movies

Part III: Digital communication

Section 1: Search engine optimization

- SEO
- SEM
- SEA

Section 2: buzz and viral marketing

- Social networks
- How to make a buzz
- E-reputation
- SMO

Section 3: Mobile applications in the hospitality industry

Part IV: Public relations

Section 1: Techniques and stakes

Section 2: Press relations

- Press kits
- Conferences
- Press releases

Part V: Exhibitions and trade fairs

Section 1: Importance of the event

Section 2: The organization of an event

Section 3: Organization of your presence in a trade fair from A to Z

Part VI: Patronage and sponsoring

Section 1: Definition and goals

Section 2: Advantages

Section 3: Actions, tools and initiatives

Part VII: Advertising creation

Section 1: relations between announcers / agencies

- Briefs
- Copy strategy

Section 2: The campaign

- The steps in a campaign
- Producing a campaign

Bibliography

Recommended books available on Cyberlibris:

- Taylor D, (2001), *Hospitality Sales and Promotion: Strategies for success*, Taylor & Francis.
- Golden Romero P, (2007), *Hotel Convention sales, Services and operations*, Taylor & Francis.

GEOPOLITICS

Code: GEO 301	Number of hours: 13 hours	ECTS: 2	Weight: 1
---------------	------------------------------	---------	-----------

Goals & Skills

Goal of the course:

- Extensive knowledge of the global political situation

Skills to be acquired:

- Thorough comprehension of the current geopolitical situation
- Honing critical sense of international current events and risks for the person and the company for which the person works

Summary:

Vatel students, in this course, are introduced to global political issues. Here they learn geopolitics as a source of general culture on the one hand and on the other, as an important tool to assess risks for hotels in which they will be working and for their international careers.

Teaching and assessment method

Prerequisites:

Good knowledge of the global tourist economy

Schedule:

13 sessions of 1 hour courses

These sessions are aimed at sparking debates and should be based on current events. The problems discussed must always be linked to hospitality industry or professional problems or they must be related to the students' projects for an international career. University style debates on the subject of international relations as concepts should be avoided.

Assessment:

1 mid-term exam in the year + a minimum of 2 tests per period

Part I: Introduction

Section 1: Definitions

- What is geopolitics?
- Role played by States
- Role played by NGOs
- Role played by interstate organizations

Section 2: The world today

- Current economic and political equilibrium and disequilibrium
 - China: Its dream of the future
 - Decline of the United States and Europe
 - Role played by oil rich monarchies
 - Return of Iran on the international scene

Section 3: Geopolitical risks: how will they impact the hospitality industry?

- Hotel groups present in so-called risky countries
 - Why did they decide to go there?
 - Why did they decide to stay there?
- One man's joy is another man's sorrow: how can a destination impacted by geopolitical risks be good for someone else?
 - How Turkey took advantage of the "Arab Spring" in 2010

Part II: Current geopolitical risks

Section 1: Terrorism and piracy

Section 2: Ecology and sustainable development: towards a new geopolitical order?

- Stakes
 - Water: the oil of the future?
 - Towards the end of oil: new energies / new relationships in the world
- Economic development and environmental protection
- Growth of inequalities

Section 3: Never-ending conflicts

- Near and Middle East
- Russia and surrounding States
- India and Pakistan

Bibliography

Recommended books available on Cyberlibris:

- Clarke D, (2010), *Empires of oil in Barbarian Worlds*, Profile books.
- Das T, Mathur C, Richter F-J, (2014), *India Rising: Emergence of a New World Power*, Marshall Cavendish Editions.
- Ribeiro L, (2015), *Social, Political and Cultural Challenges of the BRICS*, Langaa RPCIG.

WINE, BEER AND SPIRITS

Code: VIN 301	Number of hours: 13 hours	ECTS: 2	Weight: 1
---------------	------------------------------	---------	-----------

Goals & Skills

Goal of the course:

- An introduction to marketing and sale of wine and spirits

Skills to be acquired:

- Knowing the circuits and distribution strategies in the wine and spirits industry
- Knowing how to develop a sales strategy for wine and spirits in restaurant services
- Knowing how to use digital communication methods to sell wine and spirits
- Knowing how to roll out a wine tourism development strategy

Summary:

After having acquired knowledge in wine, oenology, and wine from the entire world, students will study problems posed in the commercialization of wines. A true complement to the courses on marketing and on wine vintages, this course will allow students to have the know-how to create a wine cellar in a restaurant and put in place a sales strategy for wine and spirits.

Teaching and assessment method

Prerequisites:

Good basic knowledge on wine vintages

Schedule:

13 sessions of 1 hour courses

Courses should be given in a practical application style highlighting two themes:

On the one hand, setting up a commercial wine and spirits export and domestic strategy

On the other hand, being able to create a wine cellar and a bar adapted to a specific hotel

Assessment:

1 mid-term exam in the year + a minimum of 2 tests per period

Details:

Part I: The wine and spirits industry

Section 1: Jobs in the wine and spirits industry

- Different stakeholders
- Strengths and constraints in these jobs
- Cultural impact

Section 2: Circuits and distribution strategies

- In France
- In Europe
- International strategies

Part II: Commercialization of wine, beer and spirits

Section 1: Sales to restaurants

- Mechanisms of commercial sales

Section 2: Sales to clients in restaurants

- Mechanisms of sales as a restaurant or hotel owner/manager

Section 3: Selling wine and spirits internationally using e-commerce

- Different kinds of tools
- Complying with legislation

Section 5: Knowing how to communicate on wine, beer and spirits

- Understanding legal imperatives according to different countries
- Understanding cultural imperatives according to different countries

Section 4: The wine list

- Creating a wine list
 - Knowing how to make it attractive and adapting it to the type of restaurant
 - Turning a profit and increasing turnover

Section 5: The spirits list

- Types of spirits
 - Whisky, Cognac, Armagnac, etc.
- Creating a spirits list
 - Knowing how to make it attractive and adapting it to the type of restaurant
 - Turning a profit and increasing turnover

Section 6: Beer as a global alcoholic drink

- Different types of beers
- Presence in the majority of countries (examples of local and global beers)

Bibliography

Recommended books available on Cyberlibris:

- Spahni P, (2000), *The International Wine Trade*, Elsevier Science.
- Hall C-M, Mitchell R, (2007), *Wine Marketing : a Practical Guide*, Taylor and Francis.

TOURISM AND TRAVELLING

Code: TOU 301

Number of hours: 26
hours

ECTS: 4

Weight: 2 / 3

Goals & Skills

Goal of the course:

- A deep knowledge of the breadth of the tourism industry and global trends

Skills to be acquired:

- Knowing how to identify the main touristic zones
- Knowing how to highlight how tourism is changing

Summary:

Students perfect their knowledge in tourism by treating the different types of tourism in today's world. They learn how to highlight modern touristic trends. They become aware of the breadth and diversity in the tourism industry as well as the links that the various players have between them.

Teaching and assessment method

Prerequisites:

Good basic knowledge in geography, geopolitics and in tourist economy

Schedule:

13 sessions of 2 course hours

Assessment:

1 mid-term exam in the year + a minimum of 2 tests per period - 1 final exam at the end of the academic year. All the knowledge and skills taught in the entire course will be assessed in the final exam.

Details:

Part I: Introduction

Section 1: stakeholders in tourism

- Service providers
- Producers
- Distributors

Section 2: The tourism industry

- The main groups
- Relations between stakeholders
- Taking out the middle man

Part II: Current touristic trends

Section 1: Business tourism

- Breadth
- Stakes
- Outlook
- Different types of venues
- Key business tourism destinations in the world

Section 2: Cultural tourism

- Links between tourism and culture
- Components in cultural tourism
- Stakeholders in cultural tourism
- Key cultural tourism destinations in the world
- Protection of world heritage sites
- In Europe, the exponential growth of city breaks
 - Definition
 - Reasons for this growth
 - Concerned cities

Section 3: Niche tourism

- Adventure tourism
 - Definition
 - Destinations
 - Operators
 - Participants
- Sporting tourism
 - Definition
 - Destinations
 - Operators
 - Participants
- Wine tourism
 - Definition
 - Destinations
 - Operators
 - Participants
- Religious tourism
 - Definition
 - Destinations
 - Operators
 - Participants

Section 4: Entertaining tourism

- Amusement parks throughout the world
 - Definition
 - Destinations
 - Operators
 - Participants

- Casinos
 - Definition
 - Destinations
 - Operators
 - Participants

Section 5: Sustainable tourism

- Seaside and mountain tourism show little respect for the environment and today's sustainable tourism
- The eco-lodge mode
- The green-washing phenomenon

Bibliography

Courses should be based on articles in the specialized press on tourism and current events. Studies (WTO, etc.) on the subjects seen in class can support these developments.

Recommended books available on Cyberlibris:

- Theobald W, (2005), *Global Tourism*, Taylor & Francis.
- Buhalis D, Costa C, (2006), *Tourism business frontiers: Consumers, products, industry*, Taylor & Francis.
- Dogor Di Nuzzi B, (2013), *The art of welcoming*, EMS editions.
- Lickorish L, Leonard J, Jenkins C, (1997), *An introduction to tourism*, Taylor & Francis.

NEGOTIATION

Code: NGO 301

Number of hours: 26
hours

ECTS: 3

Weight: 1 / 3

Goals & Skills

Goal of the course:

- Knowing how negotiating works in order to be able to negotiate in all domains of the professional life (commercial relationships, managerial situations and social situations)

Skills to be acquired:

- Knowing how prepare a negotiation
- Understanding your arguments
- Being able to deal with objections
- Knowing how to clinch a deal and how to leave

Summary:

Students learn how to master all aspects of a negotiation in order to be able to use these mechanisms in their professional lives. For commercial negotiations, if this subject is discussed, the goal is to be able to roll out negotiation methods in other fields, when needed.

Teaching and assessment method

Prerequisites:

Knowledge acquired in communication, self-image, marketing and human resource management courses

Schedule:

13 sessions of 2 course hours

Courses must be well balanced between role play and theoretical courses. It is important to use the anecdotes that students experienced during their internships or practical application courses in order to correct methods that failed and highlight those that succeeded.

Assessment:

1 mid-term exam in the year + a minimum of 2 tests per period - 1 final exam at the end of the academic year.

Part I: Introduction

Section 1: Definitions

Section 2: When and why should I negotiate?

- Needs
- Motivations
- Stakes
- Interests

Part II: Preparing your negotiation

Section 1: Defining your goals

Section 2: Assessing your situation and its strengths

- Powers
- Resources

Section 3: Setting milestones and defining leeway

Section 4: Planning for a solution should the negotiation fail

- BATNA

Part III: Commercial negotiations

Section 1: Sales negotiations

- Preparation
 - Making an appointment
 - First contact
- Managing the discovery
 - Showing interest
 - Discovering the customer's needs
 - Sparking discussion
 - Techniques (funnel, refocusing, etc.)
- Reformulation
- The proposition
 - SONCAS
- Dealing with objections
 - Accepting
 - Clarifying
 - Qualifying
 - Unchallengeable objections
 - Challengeable objections
- Agreement
 - Conclusion
 - Leaving
 - After-sales

Section 2: Purchasing negotiations

- Dealing with choices
- Buying well to sell well
- Identifying decision-making chains
- Managing the commercial one-to-one situation
- Buying in a win-win way

Part IV: the commercial negotiation model: a matrix for other domains

Section 1: Negotiating for a job, for a raise, for a promotion

Section 2: Negotiating a budget

Bibliography

Recommended books available on Cyberlibris:

- Tracy B, (2013), *Negotiation*, Amacom.
- Kennedy G, (2004), *Essential Negotiation*, Profile Books.
- Moore C, Woodrow P, *Handbook of Global and Multicultural Negotiation*, John Wiley & Sons.

FOREIGN LANGUAGE¹³ III

Code: LAN 301	Number of hours: 52 hours	ECTS: 6	Weight: 2+1 / 4+4
---------------	------------------------------	---------	-------------------

Goals & Skills

Goal of the course:

- Increasing professional vocabulary
- Being able to manage teams in French

Skills to be acquired:

- Mastering vocabulary linked to management
- Mastering vocabulary linked to marketing
- Mastering vocabulary in the economic press

Summary:

Students are introduced to the vocabulary required to lead teams and do marketing. They must be able to chair a meeting in French and impose themselves as team leaders for small French-speaking teams.

Teaching and assessment method

Prerequisites:

Level B1 is mandatory

Schedule:

26 sessions of 2 course hours. For small groups of students, the number of courses can be reduced.

Interactive courses are mandatory. Oral communication and written communication have the same amount of time in this course.

The first courses will give feedback on the second year international internship and if applicable, a Marco Polo year. The professor must also be sure that students master the subjects in the first two years. If not, he/she must prepare reviews.

Assessment:

1 mid-term exam in the year + a minimum of 2 tests per period - 1 final exam at the end of the academic year. All the knowledge and skills taught in the entire course will be assessed in the final exam.

¹³ Usually French as a Foreign Language

Part I: Managing in French

Section 1: Meetings in French

- Knowing how to chair a meeting
- Leading a discussion and a debate in a departmental meeting
- Knowing how state your case / impose yourself

Section 2: Directing

- Knowing how to convey orders
- Knowing how to assess, correct, sanction
- Imposing your leadership
- Compromising

Section 3: Motivating

- Team building
- Training
- Encouraging

Section 4: Negotiating

- *Negotiation techniques*

Part II: Marketing in French

Section 1: Principles of marketing

- A SWOT analysis
- The marketing mix
- Drawing up a marketing plan

Section 2: Commercialization of products and services

- Creating a brochure
- Analyzing advertisements
- Analyzing hotel internet sites in French

Section 3: Knowing how to manage customer satisfaction

- Creating satisfaction questionnaires
- Knowing how to deal with unhappy customers orally or in writing

Part III: Professional press

Section 1: Reading professional and economic press in French

- Discovering newspapers and magazines
- Key words
- Wording in sentences

Section 2: Debates on press articles

- How current events are treated
- Comparison with local professional press

Bibliography

Courses must use authentic documents such as newspapers, professional magazines, job vacancies, etc. for students to work on. We however, recommend that students purchase a book on French grammar as well as a professional glossary.

FOREIGN LANGUAGES 2 (SPANISH¹⁴ III)

Code: LAN 302	Number of hours: 26 hours	ECTS: 2	Weight: 2 / 3
---------------	------------------------------	---------	---------------

Goals & Skills

Goal of the course:

- Increasing professional vocabulary
- Being able to manage teams in Spanish

Skills to be acquired:

- Mastering vocabulary linked to management
- Mastering vocabulary linked to marketing

Summary:

Students are introduced to the vocabulary required to lead teams and do marketing. They must be able to chair a meeting in Spanish and impose themselves as team leaders for small Spanish speaking teams.

Teaching and assessment method

Prerequisites:

Level B1 is mandatory

Schedule:

13 sessions of 2 hour courses. For small groups of students, the number of courses can be reduced.

Interactive courses are mandatory. Oral communication and written communication have the same amount of time in this course

The first courses will give feedback on the second year international internship and if applicable, a Marco Polo year. The professor must also be sure that students master the subjects from the first two years. If not, he/she must prepare reviews.

Assessment:

1 mid-term exam in the year + a minimum of 2 tests per period - 1 final exam at the end of the academic year. All the knowledge and skills taught in the entire course will be assessed in the final exam.

¹⁴ Or other Foreign Language

Part I: Managing in Spanish

Section 1: Holding meetings in Spanish

- Knowing how to chair a meeting
- Leading a discussion and a debate in a departmental meeting
- Knowing how state your case / impose yourself

Section 2: Directing

- Knowing how to convey orders
- Knowing how to assess, correct, sanction
- Imposing your leadership
- Compromising

Section 3: Motivating

- Team building
- Training
- Encouraging

Section 4: Negotiating

- *Negotiation techniques*

Part II: Marketing in Spanish

Section 1: Principles of marketing

- A SWOT analysis
- The marketing mix
- Drawing up a marketing plan

Section 2: Commercialization of products and services

- Creating a brochure
- Analyzing advertisements
- An analysis of hotel internet sites in Spanish

Section 3: Knowing how to manage customer satisfaction

- Creating satisfaction questionnaires
- Knowing how to deal with unhappy customers orally or in writing

Bibliography

Courses must use authentic documents such as newspapers, professional magazines, job vacancies, etc. for students to work on. We however, recommend that students purchase a book on Spanish grammar as well as a professional glossary.

FOREIGN LANGUAGES 2 (GERMAN¹⁵ III)

Code: LAN 302	Number of hours: 26 hours	ECTS: 2	Weight: 2 / 3
---------------	---------------------------	---------	---------------

Goals & Skills

Goal of the course:

- Increasing professional vocabulary
- Being able to lead teams in German

Skills to be acquired:

- Mastering vocabulary linked to management
- Mastering vocabulary linked to marketing

Summary:

Students are introduced to the vocabulary required to lead teams and do marketing. They must be able to chair a meeting in German and impose themselves as team leaders for small German speaking teams.

Teaching and assessment method

Prerequisites:

Level B1 is mandatory

Schedule:

13 sessions of 2 hour courses. For small groups of students, the number of courses can be reduced.

Interactive courses are mandatory. Oral communication and written communication have the same amount of time in this course

The first courses will give feedback on the second year international internship and if applicable, a Marco Polo year. The professor must also be sure that students master the subjects from the first two years. If not, he/she must prepare reviews.

Assessment:

1 mid-term exam in the year + a minimum of 2 tests per period - 1 final exam at the end of the academic year. All the knowledge and skills taught in the entire course will be assessed in the final exam.

¹⁵ Or other Foreign Language

Part I: Managing in German

Section 1: Holding meetings in German

- Knowing how to chair a meeting
- Leading a discussion and a debate in a departmental meeting
- Knowing how state your case / impose yourself

Section 2: Directing

- Knowing how to convey orders
- Knowing how to assess, correct, sanction
- Imposing your leadership
- Compromising

Section 3: Motivating

- Team building
- Training
- Encouraging

Section 4: Negotiating

- *Negotiation techniques*

Part II: Marketing in German

Section 1: Principles of marketing

- A SWOT analysis
- The marketing mix
- Drawing up a marketing plan

Section 2: Commercialization of products and services

- Creating a brochure
- Analyzing advertisements
- An analysis of hotel internet sites in German

Section 3: Knowing how to manage customer satisfaction

- Creating satisfaction questionnaires
- Knowing how to deal with unhappy customers orally or in writing

Bibliography

Courses must use authentic documents such as newspapers, professional magazines, job vacancies, etc. for students to work on. We however, recommend that students purchase a book on German grammar as well as a professional glossary.

Assessment - Final examination

A general average of 10/20 is required to graduate.

I – WRITTEN EXAMINATIONS

- Management and introduction to auditing (4 hours)
- Marketing (2 hours)
- Taxation (2 hours)
- Human Resources (2 hours)
- Tourism and Travelling (2 hours)
- Negotiation (1.5 hours)
- Multicultural Management (1.5 hours)
- Promoting your Company (1.5 hours)
- Foreign Language (French) (1.5 hours)
- Information technology (2 hours)

II - LANGUAGE EXAMINATIONS

- French: the average of the 10-minute oral exam, mid-term and final exams
- Foreign languages 2: the average of the 10-minute oral exam, mid-term and final exams

III – ASSESSMENT OF PROFESSIONAL SKILLS

ANY GRADE OR AVERAGE UNDER 7/20 MEANS THE STUDENT HAS FAILED

- The 1st year internship report (professional assessment - weight 1 + written report - weight 1)
- The 2nd year internship report (professional assessment - weight 3 + written report - weight 2)
- 2nd year practical application courses (cumulated average over 2 periods - weight 4)
- 3rd year practical application courses (cumulated average over 2 periods - weight 4)