

# Syllabus

**Titre certifié de niveau 6 – “International Hotel Management”**



*Updated June 2020*

## Foreword

The Vatel Bachelor's course catalogue presents courses enabling students to acquire the skills necessary to obtain the level 6 degree in "**International Hospitality Management**" as registered with *France Compétences*.

We hereby remind you that this course catalogue is an integral part of Vatel Know-How and that as such, no exceptions to the catalogue can be made. Only a Vatel school principal may expressly requests a change from Vatel Corporate, which reserves the right to approve or deny the request.

**Instructors can recommend changes to the course content and, subject to acceptance by Vatel Corporate, the course catalogue may be updated from one year to the next.**

The Vatel course catalogue constitutes of the compulsory prerequisites and Vatel schools are free to add any subjects they wish or that are imposed on them by local law.

In addition, the Bachelor's programme is a 3-year curriculum. Schools which, for legislative reasons, must implement the 4-year curriculum are asked to contact the Vatel Group's academic department in order to determine the most suitable educational course together, in keeping with the Vatel spirit.

In this course catalogue, the educational progression and acquisition of knowledge, skills and know-how are as follows:

- The first year must allow the student to **acquire the fundamentals of management** as well as to discover hospitality practices.
- The second year should allow the student to **understand management tools and gain experience in the field through the internship.**
- The third year must allow the student to **master the essential operational skills and attitudes in a management situation.**

E-learning course modules have been added to certain classroom courses in each year of the bachelor's cycle. Students must follow these online courses before or alongside the classroom courses. These modules can be accessed via Moodle.

The Business Game, in 3<sup>rd</sup> year, will allow students to use all of the knowledge and skills acquired during this first cycle. This business game will be an introduction to the MBA Business Game, which will be longer, more comprehensive and more strategic.

The bibliographic references recommended for each course are mainly available on Cyberlibris. However, each instructor is free to make proposals for readings related to their subject to the Academic Department, which reserves the right to approve or deny them depending on their accessibility and cost.

Tool available: New version of the Moodle Platform which will allow instructors:

- To upload resource materials for the courses
- To give instructions or send messages to classes or students.
- To offer online tests and quizzes

This will allow students:

- To turn written work in to instructors.
- To see online courses in addition to classroom courses, all specified in the course catalogue below.
- To ask instructors questions before classes or between two class sessions.

## Course Structures



## 1<sup>st</sup> Year – Management 1

COURSE UNIT Management 1			ASSESSMENT		
Code	Subjects	Number of hours	2 mid-term exams 1 per semester / CW	Coefficient	E.C.T.S.
<b>COURSE UNIT 1 MANAGEMENT TOOLS</b>					
AC-MGT FUND 101	ACCOUNTING AND MANAGEMENT FUNDAMENTALS	36	2hrs	3	8
MKT FUND 101	MARKETING FUNDAMENTALS	18	1hr30	2	4
HR MGT FUND 101	HR MANAGEMENT FUNDAMENTALS	18	1hr30	2	4
INF 101	MICROSOFT OFFICE TOOLS	18	1hr / 2hrs	2	4
ECO 101	BUSINESS ECONOMICS	18	1hr	2	4
SD/CSR 101	SUSTAINABLE DEVELOPMENT & CSR	6	CW	--	2
INTCULT 101	INTERCULTURALITY MARCO POLO INTERNATIONAL INTERNSHIP	6hrs / Seminar	--	--	--
<b>COURSE UNIT 2 WORKING ENVIRONMENT</b>					
PRO CULT 102	PROFESSIONAL CULTURE	18	1hr	1	2
SIMA 102	SELF-IMAGE AND PROFESSIONAL BEHAVIOUR	18	1hr	1	2
HYSA 102	HYGIENE AND SAFETY RULES	9	1hr	1	1
NUT 102	NUTRITION BASICS	9	1hr	1	1
WVINT 102	WINE VINTAGES	18	1hr	2	2
CONF 102	CONFERENCES AND TOURS	15	Report	--	--
<b>COURSE UNIT 3 LANGUAGES</b>					
LAN 103	FOREIGN LANGUAGE 1	54	1hr	3	6
LAN 103	FOREIGN LANGUAGE 2	18	1hr	2	2
<b>COURSE UNIT 4 PROFESSIONAL PRACTICUM</b>					
F&B RT 104	FOOD & BEVERAGE ROUNDTABLES	9	CW *	--	2
H RT 104	HOSPITALITY ROUNDTABLES	9	CW *	--	2
IRPRAC 104	INTRO TO RESTAURANT PRACTICES	5	--	--	--
IKPRAC 104	INTRO TO KITCHEN PRACTICES	5	--	--	--
E-LNG 104	PRACTICAL EXPERIENCE / E- LEARNING	10 weeks	CW	5	5
<b>COURSE UNIT 5 COMPANY INTERNSHIP</b>					
INTERN 105	DOMESTIC PROFESSIONAL INTERNSHIP	18 weeks		--	9

\*One hour of CW following the three Food & Beverage roundtables and one hour of CW after the 3 Hospitality roundtables.

# Course Syllabus

1<sup>st</sup> year – Management 1



# ACCOUNTING AND MANAGEMENT FUNDAMENTALS

Code: AC-MGT FUND 101

Number of hours: 36

ECTS: 8

Coefficient: 3

## Objectives & Skills

### Course objectives:

- Acquire the management basics that will allow students to learn in-depth financial and budgetary analysis
- Apply mathematical knowledge (variations, percentages, etc.) to concrete management cases.

### Skills to be acquired:

- Know how to calculate and analyse the business indicators of a hotel or restaurant.
- Know how to use the accounting data produced by a hotel or restaurant for the operational management of the business.
- Be able to offer solutions to control costs.

### Summary:

Students will be introduced to accounting and management concepts and learn the basic analytical tools. They will discover business indicators and accounting basics to ultimately enable them to analyse an income statement and the activity of a hotel or restaurant.

## Teaching methodology and assessment

**Prerequisites:** None

**Sessions:** 18 sessions, 2 hours each

**Assessment:** 2 mid-term exams during the year + a minimum of 2 tests per period - All of the knowledge and skills taught throughout the training are to be assessed in the final exam.

Mid-term exam 1: checks that the basic principles have been learnt

Mid-term exam 2: practical application and assessment of student's ability to make proposals to improve the management of a hotel or restaurant.

## Detailed outline

### **Part I: Introduction**

- The role of management at a hotel or restaurant

## **Part II: Business indicators**

### *Section 1: Business indicators (basics)*

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

### *Section 2: Preparing Key Performance Indicators (KPIs)*

- REVPAR and other profitability metrics (TREVPAR, ARPAR, etc.)
- Visit, rotation and capture rate indicators (preparation of KPIs)

## **Part III: Accounting basics**

### *Section 1: Introduction to accounting*

- Accounting functions
- Basic accounting rules and principles
- Origin of standards and current trends
- National and international regulations

### *Section 2: Basic concepts*

- Balance sheet / Profit and Loss account: differences, content
- Profit / loss: definitions
- Calculation of operating, financial and exceptional results

### *Section 3: Building yearly accounts*

- Concrete case study to follow how the annual accounts are built, from the day the hotel or restaurant is set up to the closing of the financial year.

### *Section 4: Inventories*

- Accounting principles used
- Various types of amortisation
- Stock assessment (FIFO and WAC methods)
- Other inventory work and impacts on cash flow (provisions, etc.)

### *Section 5: Overview*

- Building of annual accounts using the general balance sheet after inventory

## **Part IV: Analysis of the Profit & Loss account**

### *Section 1: Cash-flow*

- Analysis of various levels of results
- Calculation and evaluation of cash-flow

### *Section 2: Analysis of performance using intermediate operating balances*

## **Part V: The management dashboard**

### *Section 1: Introduction*

- The aim of a dashboard
- Adapting the dashboard to the needs of a hotel or restaurant

### *Section 2: Costs*

- Identification
- Calculation

*Section 3: Margins*

- Identification
- Calculation

*Section 4: Building the dashboard*

- Using the Profit & Loss and the overall balance sheet
- Diagnostics and improving management of a hotel or restaurant

**Bibliography**

*Recommended readings available at Cyberlibris:*

- Sherman E (2011) *Finance and accounting for non-financial Managers*: Ebook Edition 3. Amacom
- Hales J A (2005) *Accounting and financial analysis in the hospitality industry* Taylor & Francis

# MARKETING FUNDAMENTALS

Code: MKT FUND 101

Number of hours: 18

ECTS: 4

Coefficient: 2

## Objectives & Skills

### Course objectives:

- Become aware of marketing basics
- Discover and understand the marketing approach

### Skills to be acquired:

- Be able to understand what the market is
- Understand marketing

### Summary:

Students will be introduced to marketing concepts and learn the basic analytical tools. Through the sessions, they will discover the different types of marketing, the marketing approach and market analysis in order to understand how marketing fits into the strategy of a hospitality business.

## Teaching methodology and assessment

**Prerequisites:** None

**Sessions:** 9 sessions, 2 hours each

**Assessment:** 2 mid-term exams during the year + a minimum of 2 tests per period - All of the knowledge and skills taught throughout the training are to be assessed in the final exam.

## Detailed outline

### **Part I: Introduction**

*Section 1: History and definition*

*Section 2: Key marketing concepts and terms*

*Section 3: Role of marketing in a company*

*Section 4: Marketing professions*

- The marketing manager in a company
- The marketing manager at a hotel or restaurant

### **Part II: The market**

*Section 1: Notion and definition*

- The environment (the components of the environment) PESTLE
- Demand (players, structure)
- Offer (direct, indirect, substitution)

*Section 2: International markets*

### **Part III: Presentation of marketing tools**

#### *Section 1: Market studies*

- Aims
- Process in strategic and operational marketing.

#### *Section 2: Operational studies*

- Awareness, image
- Loyalty

### **Part IV: Service marketing**

#### *Section 1: The particularities of services*

#### *Section 2: The particularities of service marketing*

- Service offer
- Tiered pricing
- Virtual distribution
- Quality approach

#### *Section 3: Servuction*

- Components
- Fundamental marketing choices

#### *Section 4: Marketing services internationally*

### **Part V: Types of marketing**

#### *Section 1: Digital marketing*

#### *Section 2: Sensorial marketing*

#### *Section 3: Neuromarketing*

## **Bibliography**

#### *Recommended readings available at Cyberlibris:*

- Masterson R, Phillips N, Pickton D (2017) *Marketing: an introduction* Ed 4. Sage Publications.
- Palmer A (2011) *Principles of services Marketing* Ed 6. McGraw-Hill UK
- Belk R, Fischer E, Konizets R (2012) *Qualitative Consumer and Marketing research* Ed 1. Sage Publications

# HR MANAGEMENT FUNDAMENTALS

Code: HR MGT FUND 101

Number of hours: 18

ECTS: 4

Coefficient: 2

## Objectives & Skills

### Course objectives:

- Become acquainted with the fundamentals of human resource management
- Discover the role of HR
- Learn group work techniques

### Skills to be acquired:

- Be able to understand what HR does and its role in hospitality companies
- Understand management issues

### Summary:

Students will be introduced to group work techniques and the concept of management. Over the various sessions, they will become familiar with team management and learn to use management tools.

## Teaching methodology and assessment

**Prerequisites:** None

**Sessions:** 9 sessions, 2 hours each

**Assessment:** 2 mid-term exams during the year + a minimum of 2 tests per period - All of the knowledge and skills taught throughout the training are to be assessed in the final exam.

## Detailed outline

### **Part I: The group and the work group**

#### *Section 1: The group: how it works*

- The concept of "the group"
- The various roles in a group

#### *Section 2: Effective, efficient group work*

- Group work objectives (SMART)
- Managing deviant behaviours
- Managing conflicts in a group

### **Part II: Human resources and the role of HR in a company**

#### *Section 1: Defining the role of HR in its labour dimension*

#### *Section 2: Organizing HR's role and services*

*Section 3: HR duties*

**Part III: Human management**

*Section 1: The role of the hierarchy in a company*

*Section 2: Organisation charts*

*Section 3: Specifying the role of the manager in a company*

**Part IV: Various management styles**

*Section 1: The history of different currents of managerial thinking*

*Section 2: The different types of management:*

- Directive
- Persuasive
- Participative
- Delegative

**Part V: New kinds of companies and new management styles.**

- Management at the 'liberated company'
- Management at start-ups

**Bibliography**

*Recommended readings available at Cyberlibris:*

- Martin J (2010) *Key Concepts in Human Resource Management* Ed 1. SAGE Publications
- Wilkinson A (2019) *The SAGE Handbook of human resource Management* Ed 2. SAGE Publications.

# MICROSOFT OFFICE TOOLS

Code: INF 101	Number of hours: 18	ECTS: 4	Coefficient: 2
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## Objectives & Skills

### Course objectives:

- Learn the key features of Word
- Discover the basic functions of Excel
- Study how to use PowerPoint
- Get started with Publisher

### Skills to be acquired:

- Word: Be able to write and present internship reports, know how to deal with direct mail and forms, as well as use Quick Parts efficiently.
- Excel: Understand the basic functions and know how to use them: Sums and related functions, Dates.
- PowerPoint: Know how to make a slide show for an oral presentation.
- Basic rules for professional emails.
- Publisher: know how to use the basic functions.

### Summary:

Students will learn to use Word in order to be able to write an internship report and a dissertation. They will discover the basic functions of Excel, which they will further develop in the following years of study. Finally, they will review the essential functions of PowerPoint required to make a presentation in class or at work. They will also learn the basics of Publisher.

## Teaching methodology and assessment

**Prerequisites:** None for Excel and Publisher – Basic concepts for Word and PowerPoint

**Sessions:** 9 sessions, 2 hours each

Classes with simultaneous demonstrations and guidance via video projector and practical application exercises in the classroom and at home.

Use of Word, Excel and PowerPoint. Introduction to Publisher.

### Assessment:

2 mid-term exams during the year + a minimum of 2 tests per period - All of the knowledge and skills taught throughout the training are to be assessed in the final exam.

### **Introduction**

#### *Section 1: The basics of today's hardware*

- Cloud computing
- SAAS
- PAAS
- IAAS

#### *Section 2: Current and future trends and upgrades*

### **Part I: Word**

#### *Section 1: Sections*

- Differentiating a long text at various levels
- Creating sections in a text / header / footer

#### *Section 2: Tables and glossaries*

- Designing a table in Word
- Formatting
- Using Quick Parts (content library)

#### *Section 3: Direct mail*

- Direct mail using the Assistant
- The "If...Then ...Else" rule
- Addressee filters and sorting
- Issues with labels (formatting)

#### *Section 4: Outline mode and tables of contents*

- Dealing with long documents
- Combining styles, embedded table of content numbering (for a homogeneous final document)
- Using outline mode (with a focus on one part).

### **Part II: Excel**

#### *Section 1: Basic use*

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

#### *Section 2: Dates and percentage*

- The main calculations for dates
- Relative and absolute cell references
- Calculating percentages: part of a whole, changes

#### *Section 3: the IF function*

- Nesting the IF function
- Numeric intervals in nested IF tests

### **Part III: PowerPoint:**

*Section 1: PPT basics*

- Creating a slideshow
- Creating animated presentations
- Creating automatic animations

*Section 2: The PPT as an oral presentation tool*

- Using PPT for oral presentations
- Printing and using documents for a presentation

**Part IV: Professional correspondence:**

- Writing a professional e-mail.
- Salutations in an e-mail.
- Signatures
- Proper use of carbon copy (CC) and blind carbon copy (BCC).

**Part V: Introduction to Publisher.**

- Understand the logic and basic functions.

**Bibliography**

*Recommended readings available at Cyberlibris:*

- Foulkes L (2020) *Learn Microsoft Office 2019* ed. Packt Publishing

# BUSINESS ECONOMICS

Code: ECO 101

Number of hours: 18

ECTS: 4

Coefficient: 2

## Objectives & Skills

### Course objectives:

- Understand the economic environment of hospitality businesses
- Assimilate concepts enabling students to easily read the business press and economic documents

### Skills to be acquired:

- Know the criteria for rating hotels
- Learn basic information about other types of tourist accommodations
- Know the components of the micro and macro environment
- Know how to propose short- and long-term funding options in a given situation

### Summary:

In this course, students will explore the economic mechanisms related to business. They will learn to define these mechanisms in order to better analyse and understand them. This course enables students to draw links with the management courses from an economic standpoint.

## Teaching methodology and assessment

**Prerequisites:** Knowledge of basic economic mechanisms. Curiosity and regular reading of the business press.

**Sessions:** 9 sessions, 2 hours each

Classwork will be based on documents from the business press and statistical case studies.

**Assessment:** 2 mid-term exams during the year + a minimum of 2 tests per period.

## Detailed outline

### **Part I: Introduction**

#### *Section 1: Business economics definitions*

- What is economics?
- What is a company? Its role

#### *Section 2: The diverse range of hospitality businesses*

- Hotel rankings based on number of stars
- Hotel rankings based on type of property
- Hotel rankings based on management style

*Section 3: Other types of accommodation*

- Campgrounds
- Rentals
- Tourist residences

**Part II: The company's partners**

*Section 1: Commercial partners*

- Guests/customers
- Suppliers
- Service providers
- Subcontractors

*Section 2: Financial partners*

- Banks
- Professional investors

**Part III: Company finance**

*Section 1: Internal finance*

- Types of self-financing
- Pros and cons of self-financing

*Section 2: External finance*

- Through banks
- Through financial markets

*Section 3: Choice of financing*

- Short or long term
- Specificities of hospitality investment

**Part IV: Sectoral analysis**

*Section 1: Competitive analysis*

- The concept of Customer/Product segmentation
- Porter's model

*Section 2: Companies' strategic orientations*

- International development
- Specialisation
- Diversification
- Concentration

**Bibliography**

*Recommended readings available at Cyberlibris:*

- Begg D, Vernasca G, (2011), *Economics 10<sup>th</sup> edition*, McGraw – Hill UK.
- Rutherford D, (2007), *Economics: the key concepts*, Taylor & Francis.

**NOTE:** The instructors and Vatel Corporate will regularly contribute to this course with press articles on business news in the hospitality sector.

# SUSTAINABLE DEVELOPMENT AND CSR\*

Code: SD/CSR 101	Number of hours: 6	ECTS: 2	Coefficient: 1
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\***CSR:** Corporate Social Responsibility

## Objectives & Skills

### Course objectives:

- To understand basic sustainable development concepts.
- To understand the societal importance of sustainable development and CSR.
- To get students to play an active role in sustainable development.

### Skills to be acquired:

- Know the terms and analyse the issues associated with sustainable development and CSR
- Be capable of identifying and implementing individual and group sustainable development actions

### Summary:

As part of this course, students learn the vocabulary of sustainable development issues as well as potential applications.

## Teaching methodology and assessment

The course on sustainable development, corporate social responsibility will be organised in the form of a 6-hour seminar over a full day.

It will be essentially based on discussions with the students. The aim will be to give concrete, precise definitions of sustainable development and CSR as well as to measure societal challenges and to make students aware of their importance.

**Assessment:** A quiz at the end of the seminar.

## Detailed outline

### Introduction

- Why and since when have we been talking about sustainable development?
- What is sustainable development?
- Official definition

### **Part I: The context of sustainable development in tourism**

Section 1: The tourism context

Section 2: Issues

- Economic

- Social and societal
- Environmental

*Section 3: Players in sustainable development*

- Public players/private players
- Ethical consumers: the role of individual action

***Part II: Action in companies through CSR***

- CSR definition and strategy
- The levels of responsibility at a company

***Part III: The unique case of the tourism sector***

- Presentation of a case in the hotel sector
- Presentation of a case in the restaurant sector
- Presentation of a case in a travel agency

## Bibliography

*Recommended readings available at Cyberlibris:*

- Balisacan A (2014) *Sustainable Economic Development*. Elsevier Science

# INTERCULTURALITY

Code: INTCULT 101

Number of hours: 6

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## Objectives & Skills

### Course objectives:

- Understand the importance of interculturality in welcoming guests.
- Provide keys for a successful internship abroad.
- Enable students to choose between an internship abroad or the Marco Polo programme in second year.

### Skills to be acquired:

- Understand the challenges and specific features of an intercultural team.
- Be able to work with ease in an international environment.

### Summary:

As part of this course, students will acquire the keys to successful integration abroad during internships and/or the exchange programme.

## Teaching methodology and assessment

The interculturality course will be organised in the form of a 6-hour seminar during a one-day classroom session.

It will be based on discussions with the students. Its aims to provide the basics on interculturality in the workplace, to present the internship abroad and to present the Marco Polo programme.

At the end of this presentation course, students will be able to make a choice for their second-year orientation.

## Detailed outline

### **Part I: Definitions**

*Section 1: The interest of interculturality in hospitality professions for guests and staff*

*Section 2: Internationalisation and globalisation of hospitality professions.*

### **Part II: Cultural cues and factors of differentiation to understand guests and staff**

*Section 1: Religion*

*Section 2: Family*

*Section 3: History*

*Section 4: The generation gap*

*Section 5: The threat to identity*

### **Part III: International experience**

*Section 1: Points of reference and cultural relativism*

*Section 2: The keys to a successful encounter*

- Overcoming chauvinism

- Overcoming ethnocentricity
- Overcoming stereotypes
- Overcoming culture shock

**Part IV: Presentation of the Marco Polo programme**

- The specifics of a year abroad at a Vatel school in another country.
- Objectives – career objectives

**Part V: Getting ready for an internship abroad**

- Objectives - career objectives
- Choice of country
- Choice of internship

**Bibliography**

*Recommended readings available at Cyberlibris:*

- Reiche B. Sebastian (2018) *International human resource management* .Sage Publications

# PROFESSIONAL CULTURE

Code: PRO CULT 102

Number of hours: 18

ECTS: 2

Coefficient: 1

## Objectives & Skills

### Course objectives:

- Acquire basic knowledge on gastronomic and hospitality culture
- Understand the history of the hospitality and restaurant sector
- Understand the industry today through its history

### Skills to be acquired:

- Be able to define the art of French-style hospitality
- Know the various types of service over time
- Know the new gastronomic trends in the 21<sup>st</sup> century
- Be able to understand new trends in hospitality reservation today

### Summary:

Students will study, from a cultural and historical perspective, the evolution of the hotel and foodservice industry. Through the different cultural topics addressed, this course should allow students to understand the sphere in which they intend to pursue a career. The aim is not to go into technical details, which will be seen throughout the entire 3-year curriculum, but to evoke the concepts and their definition as well as to spark a discussion on why they exist and what they bring.

## Teaching methodology and assessment

**Prerequisites:** Standard end-of-high-school historical knowledge. Interest in culture.

**Sessions:** 9 sessions, 2 hours each

The themes are to be approached in the form of mini conferences or debates enabling the history and culture to be addressed in a precise manner and to spark debate on their evolution over the years as well as on new trends.

**Assessment:** 2 mid-term exams during the year + at least 1 test and 2 quizzes per period.

## Detailed outline

### **Part I: Introduction**

*What is the art of French-style hospitality?*

- Origins – Partial definition
- From past to future (a history from the origins to today)
- In foodservice
- In hospitality
- The DNA of the Vatel schools

## **Part II: Gastronomy and foodservice**

### *Section 1: Changes in table manners and types of service*

- The importance of service
- The different types of service
  - French, English, Russian, American, under a bell, service from a single plate
- Service today
- New trends in service

### *Section 2: The different types of foodservice*

- Traditional restaurants
- Theme-based foodservice (based on a product, country, lifestyle or societal trend).
- Foodservice for groups (companies, schools, hospitals)
- Catering services (traditional or at home)
- Foodservice in transport
- Fast food (cafeterias, snack bars, theme-based, etc.)
- Street food
- At-home chefs
- Click-and-collect in foodservice
- New types of cuisine: molecular, etc.

### *Section 3: Panorama of French and international gastronomy*

- Renowned starred chefs of yesterday and today
- The new generation of chefs
- French gastronomy, part of UNESCO's intangible cultural heritage
- Restaurant guides and reviews in France and worldwide (Michelin guide, etc.)
- Social media: new restaurant reviews.

### *Section 4: New trends based on customer needs and expectations*

- Focus on atmosphere, design and décor at today's restaurants to the detriment of the food.
- Current change in priorities: from "Food, Price and Atmosphere" to "Price, Atmosphere and Food"
- Media exposure of restaurants

## **Part III: Hotels**

### *Section 1: Booking a room throughout the ages*

- Traditional reservations
- New types of bookings
- Changes in offers (packages)
- The advent of Revenue Management

### *Section 2: Quality audits*

- Interest and guest satisfaction metrics
- New types of evaluation: social networks.
- Quality management at hotels

### *Section 3: New types of hotels*

- Trendy, prestigious places in luxury hotels
- Unique settings
- "Socially responsible" hotels
- "Lifestyle" hotels

## **Bibliography**

The conferences / debates are to be enriched using current business news documents and historical articles to illustrate the concepts and themes addressed and to stimulate discussion.

# SELF-IMAGE AND PROFESSIONAL BEHAVIOUR

Code: SIMA 102

Number of hours: 18

ECTS: 2

Coefficient: 1

## Objectives & Skills

### Course objectives:

- Learn to control your image in work situations
- Understand the importance of perfect grooming in the hospitality sector

### Skills to be acquired:

- Better self-knowledge
- Careful grooming
- Appropriate verbal communication and body language
- Soft skills for the working world

### Summary:

Students will be introduced to the importance of the image they project in their professional environment. They will learn to realise the importance of non-verbal communication. The fundamental principles of personal hygiene will be addressed. Students will be made aware of soft skills in the workplace.

## Teaching methodology and assessment

**Prerequisites:** None

**Sessions:** 9 sessions, 2 hours each

Learning is to be based on scenarios and role plays in order to illustrate the themes and explain their interest in the hospitality professions. The link with experiences during the hands-on practice periods is essential so that students can apply the rules as quickly as possible in concrete, real-life professional situations. Students must realise that good grooming is essential in the hotel and restaurant trades and that solid interpersonal skills are critical in finding and maintaining employment.

The use of video is encouraged.

**Assessment:** 2 mid-terms during the year + at least 1 test and 2 quizzes per period.

## Detailed outline

### ***Part I: Introduction to the concept of self-image***

*Section 1: Definitions of concepts*

*Section 2: Link with appearance, self-knowledge and relationships with others.*

### ***Part II: The physical dimension***

### *Section 1: Knowing your body*

- Body type and figure
- Types of faces

### *Section 2: Looking your best*

- Choosing your colors well
- Refining your wardrobe
- Adapting your hairstyle and makeup

### *Section 3: Dressing well in the hospitality sector*

- Clean/ironed clothes
- Waxed black shoes (men) / heels (women)
- Tie tied correctly
- Tights with no runs (women) / Black socks (men)
- Discreet jewelry
- Pride in wearing the Vatel uniform. Study of the text “Scoop! The Vatel uniform finally speaks up” by Madame Sebban.

## **Part III: Body language**

### *Section 1: The importance of body language*

- Definition
- Fundamentals

### *Section 2: Looking your best through movement*

- An elegant walk
- Poise when standing
- The importance of smiling
- Moving with ease at work

### *Section 3: Gestures and movements to avoid*

To be adapted based on different cultures

## **Part IV: Verbal communication**

### *Section 1: The foundations of interpersonal communication*

- The importance of listening skills
- Keys to convincing verbal communication

### *Section 2: Politeness and discretion*

- Using the right expressions
- Avoiding slang and informal language
- Rules of politeness and appropriate expressions in every situation

## **Part V: Bodily hygiene**

### *Section 1: Hair care and facial care*

- Short hairstyles for men
- Hair up for women
- Clean skin with appropriate care based on type
- Shaving (men)

### *Section 2: Oral hygiene*

- Brushed teeth
- Fresh breath

### *Section 3: Hand hygiene*

- Washing the hands
- Short, manicured nails

*Section 4: Bodily hygiene*

- Daily showering
- Clean ears
- Deodorant
- Discreet perfume

**Part V: Soft skills at work**

*Section 1: Interpersonal relations*

- Hierarchical relationships
- Interactions between colleagues

*Section 2: Fitting into the company*

- Best practices at companies
- Company culture
- Meeting obligations as a worker

**Part VII: Technology and soft skills at work**

- Best practices for e-mail
- Soft skills on the telephone
- Using mobile phones at work
- Social media and personal branding

**Bibliography**

The topics addressed may be illustrated through professional documents and anecdotes.

# HYGIENE AND SAFETY RULES

Code: HYSA 102

Number of hours: 9

ECTS: 1

Coefficient: 1

## Objectives & Skills

### Course objectives:

- To understand the basic rules for food hygiene
- To understand HACCP rules

### Skills to be acquired:

- Be able to offer suitable solutions in the event hygiene requirements are not met.

### Summary:

The course deals with food hygiene. Students' learning and knowledge of food hygiene are to be checked during the first weeks of practice.

## Teaching methodology and assessment

**Prerequisites:** None

**Sessions:** 9 sessions, 1 hour each

**Assessment:** 1 mid-term exam during the year + at least 1 test and 2 quizzes per period.

## Detailed outline

### **Part I: Hygiene – The concept of food safety**

#### *Section 1: Definition and key issues*

- Overall quality
- Food safety

#### *Section 2: The HACCP method*

- Basic principles
- Methodology
- Risk analysis

### **Part II: Hygiene – Preventing risks**

#### *Section 1: Preventing bacterial contamination*

- Environment
- Workers
- Materials
- Equipment
- Methods

*Section 2: Preventing bacterial proliferation*

- The cold chain
- Food storage
- Freezing
- Thawing

*Section 3: Preventing foodborne outbreaks*

- The means of preventing a foodborne outbreak
- The consequences of a foodborne outbreak (illness and impact on image)
- 

*Section 4: Inspections in foodservice*

- Inspection upon receipt
- Checking temperatures of storage facilities
- Corrective actions
- Cleaning and disinfection / surface analysis

*Section 5: The operator's responsibility*

- In the event of food poisoning
- In the event of allergies

*Section 6: Good hygiene practices in the kitchen*

- Wearing the right clothing (jacket, chef's hat, etc.)
- Hygiene practices (hand washing)
- Handling food and raw materials

*Section 7: Good practices during specific periods such as epidemics or pandemics*

- Wearing gloves
- Wearing masks
- Physical distancing

**Bibliography**

*Recommended readings available at Cyberlibris:*

- Lelieveld H.L.M, Holah J.T Napper D, (2014) Hygiene in food Processing: Principles and Practice Edition 2. Elsevier Science.

# NUTRITION BASICS

Code: NUT 102

Number of hours: 9

ECTS: 1

Coefficient: 1

## Objectives & Skills

### Course objectives:

- Understand the basic rules for a balanced diet.

### Skill to be acquired:

- Know how to analyse a restaurant menu using a dietetics approach.

### Summary:

Students will be introduced to the concept of dietary balance and will be able to analyse a restaurant menu.

## Teaching methodology and assessment

### Prerequisites:

Knowledge and skills acquired through hands-on experience during the internship. Knowledge of the rules for a balanced diet.

**Sessions:** 9 sessions, 1 hour each.

Real-life situations are required to make the subject useful and appealing. Students are to work on restaurant menus and solve concrete, real-life cases.

**Assessment:** 2 mid-term exams during the year + at least 1 test and 2 quizzes per period.

## Detailed outline

### **Part I: A balanced diet**

#### *Section 1: Link between diet and health*

- Dietary balance
- Diversity
- Attentiveness to dietary sensations
- Sociology (from survival to enjoyment and pleasure worldwide)
- Governments' health policies.
- 

#### *Section 2: The diseases of civilisation*

- Definitions and key elements
- The role of diet in prevention

#### *Section 3: Building a balanced menu*

- Food families

- The importance of water
- Analysis of restaurant menus

**Part II: New trends in food**

*Section 1: Forgotten foods*

- Traditional vegetables, flours and local products.

*Section 2: Societal trends*

- Nutraceuticals
- Veganism
- Flexitarianism
- Vegetarianism
- Raw food eaters
- Gluten-free eaters

## Bibliography

*Recommended readings available at Cyberlibris:*

- Drummond Karen Brefere, Lisa (2017) *Nutrition for foodservice and Culinary Professionals*. Study guide. Ed 9. John Wiley Sons
- Sloan D, (2005), *Culinary Taste: Consumer Behaviour in the International Restaurant Sector*, Taylor & Francis.

# WINE VINTAGES

Code: WVINT 102

Number of hours: 18

ECTS: 2

Coefficient: 2

## Objectives & Skills

### Course objectives:

- Develop general knowledge about wine
- Learn the basics of wine waiting

### Skills to be acquired:

- Know the main grape varieties and their impact on wine denominations
- Be able to advise a guest on wine-food pairings
- Be able to explain the unique features of a special wine

### Summary:

Students discover and understand the world of wine and become aware of the role this drink plays in meals, as well as the importance of food and wine pairings. They are given an introduction to wine tasting.

## Teaching methodology and assessment

**Prerequisites:** None

**Sessions:** 9 sessions, 2 hours each.

The lessons may be illustrated by wine tasting sessions. The tasting sessions must be limited to once a month, for ½ hour. A maximum of 2 wines will be tasted and commented on.

**Assessment:** 1 mid-term exam during the year + at least 1 test and 2 quizzes per period.

## Detailed outline

### **Introduction: overview**

- Importance in the restaurant and hotel trades
- Key players on the global market
- Definitions
  - Wines
  - Terroirs
  - Grape varieties
- Wine service and wine waiting equipment

### **Part I: Wine-growing regions**

*Section 2: Presentation of wine-growing regions<sup>1</sup>*

- Knowing the various wine-growing regions and their characteristics
- Grape varieties, terroirs, location of each region

*Section 3: From the grapevine to the glass*

- Grapevines, grapes and wine
- Different types of wines
  - Red
  - White
  - Rosé
  - Dry
  - Sweet
  - Fortified
- Sparkling wines: Champagne
- “Organic” wines

**Part II: Wine at the table**

*Section 4: Food and wine harmonies*

- Tastings (types of tastings, wine temperature, etc.)
- Food and wine pairings: the basics
- Trends in food and wine pairing

*Section 5: Selling wines to guests*

- The wine menu
- Quantities (bottle, half-bottle, etc.)
- The importance of wine sales “by the glass”

**Bibliography**

*Recommended readings available at 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.

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<sup>1</sup> Local wine-growing regions or French vineyards.

# CONFERENCES AND TOURS

Code: CONF 102

Number of hours: 15

ECTS: --

Coefficient: --

## Objectives & Skills

### Course objective:

- To discover hotels and professionals in the hotel-restaurant sector

### Summary:

This course module will enable allow students to visit hotels and meet hotel and restaurant professionals in order to discover the business sector they intend to work in.

## Teaching methodology and assessment

**Prerequisites:** None

### Sessions:

Hotel and restaurant tours / conferences and meetings with professionals.

Students are to be informed of the identity of the hotel or restaurant to be visited one week prior to the tour. The instructor will provide students with a methodology to prepare for the tour. During conferences, the instructor is also to prepare students for the visit.

Interview or video

**Assessment:** None

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

## Detailed outline

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

**Videos of and/or videoconferences with top-name personalities in the hotel and restaurant sectors based on a variety of topics.**

# FOREIGN LANGUAGE 1

Code: LAN 103

Number of hours: 54

ECTS: 6

Coefficient: 3

## Objectives & Skills

### Course objectives:

- Know the basics of the first foreign language (level B1/B2 of the Common European Framework of Reference for Languages – CEFR)
- Know the vocabulary specific to restaurants and hotel reception
- Know how to apply for an internship abroad

### Skills to be acquired:

- Gain an improved level of the first foreign language
- Enjoy speaking and overcome fear
- Be able to reserve a table at a restaurant
- Be able to explain a restaurant menu
- Be able to reserve a hotel room and check guests in and out

### Summary:

Students will learn to master the professional vocabulary of the foodservice industry and hotel reception.

## Teaching methodology and assessment

**Prerequisites:** Standard level for end of high school (B1 CEFR)

**Sessions:** 6 hours per week (3 sessions of 2 hrs. or 2 sessions of 3 hrs.)

The classes are to be interactive. Half of the hours of first foreign language lessons will focus on improving writing. The other half will be spent on improving speaking.

Students must be able to make themselves understood in the professional environment and understand orders given to them. In M1, the main focus will be on gaining self-confidence and discovering the pleasures of speaking the language.

The first session will be used to determine each student's English level as well as to review any points that have not been assimilated. A session to present and get started with the application for learning English will be scheduled before the first lesson.

**Assessment:** 2 mid-term exams during the year + a minimum of 2 tests per period and quizzes (oral and written) - All of the knowledge and skills taught throughout the training are to be assessed in the final exam.

## Detailed outline

### *Part I: The restaurant*

*Section 1: Reservations*

- Taking a reservation
- Answering the phone / by e-mail

*Section 2: Reception*

- Greeting guests
- Polite expressions

*Section 3: Service*

- Explaining a menu and drinks
- Taking an order
- Suggesting a dish
- Bringing the bill
- Thanking guests and saying goodbye

*Section 4: The atmosphere*

- Types of restaurants
- Furniture and decoration

**Part II: The kitchen**

*Section 1: How a kitchen is organised*

- The parts
- The role of each person

*Section 2: Food and dishes*

- Composing a restaurant menu

*Section 3: Cooking utensils and equipment*

**Part III: Accommodations**

*Section 1: The hotel*

- The hotel sphere / types of hotels
- Hotel departments
- How a hotel is organised
- Bedrooms

*Section 2: Reception*

- Greeting guests / guest relations
- Check in & check out
- Taking a reservation (by telephone)

**Bibliography**

The courses are to be illustrated by authentic documents the students will work on. However, we highly recommend buying a grammar book as well as a professional lexicon.

## FOREIGN LANGUAGE 2 (SPANISH/GERMAN/ITALIAN...)

Code: LAN 103

Number of hours: 18

ECTS: 2

Coefficient: 2

### Objectives & Skills

#### Course objectives:

- Know the basics of the second language (level A2 of the CEFR)
- Know the vocabulary specific to restaurants and hotel reception

#### Skills to be acquired:

- Be able to take a table reservation at a restaurant
- Be able to explain a restaurant menu
- Be able to take a hotel room booking and check guests in and out

#### Summary:

Students will learn to master the professional vocabulary of the foodservice industry and hotel reception. Finally, they will look at technical cooking vocabulary.

### Teaching methodology and assessment

**Prerequisites:** Standard level for end of high school (A1 / A2 CEFR)

**Sessions:** 2 hours per week (1 class session per week). If the groups are small, the number of classes may be reduced.

The classes are to be interactive. Priority is to be given to oral communication. Students must be able to make themselves understood in the professional environment and understand orders given to them. In M1, the main focus will be on gaining self-confidence and discovering the pleasures of speaking the language.

The first session will be used to determine each student's language level as well as to review any points that have not been assimilated. A session to present and get started with the application for learning the LV2 language will be scheduled before the first lesson.

#### Assessment:

2 mid-term exams during the year + a minimum of 2 tests per period and quizzes (oral and written) - All of the knowledge and skills taught throughout the training are to be assessed in the final exam.

## Detailed outline

### **Part I: The restaurant**

#### *Section 1: Reservations*

- Taking a reservation
- Answering the phone / by e-mail

#### *Section 2: Reception*

- Greeting guests
- Polite expressions

#### *Section 3: Service*

- Explaining a menu and drinks
- Taking an order
- Suggesting a dish
- Bringing the bill
- Thanking guests and saying goodbye

#### *Section 4: The atmosphere*

- Types of restaurants
- Furniture and decoration

### **Part II: The kitchen**

#### *Section 1: How a kitchen is organised*

- The parts
- The role of each person

#### *Section 2: Food and dishes*

- Composing a restaurant menu

#### *Section 3: Cooking utensils and equipment*

### **Part III: Accommodations**

#### *Section 1: The hotel*

- The hotel sphere / types of hotels
- Hotel departments
- How a hotel is organised
- Bedrooms

#### *Section 2: Reception*

- Greeting guests / guest relations
- Check in & check out
- Taking a reservation (by telephone)

## Bibliography

The courses are to be illustrated by authentic documents the students will work on. However, we highly recommend buying an Italian, Spanish or German grammar book as well as a professional lexicon.

## F&B ROUNDTABLES

Code: F&B RT 104	Number of hours: 9	ECTS 2	--
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### Objectives & Skills

#### Introduction:

The list of subjects for the roundtables serves as a frame of reference for important topics to be addressed, but is not exhaustive. Speakers may add themes that they feel are interesting to address during the first year of study at Vatel.

#### Roundtable objectives:

- Understand the basics of the work environment in the restaurant industry.
- Know and experience the various jobs required for a foodservice activity to operate.

#### Skills to be acquired:

- Be able to perform the various jobs at a restaurant and an F&B department
- Understand the challenges of jobs that have contact with guests

**Summary:** Students are made aware of how important it is to know and understand all jobs in the foodservice trades. They will understand the organisation of human resources at restaurants and hotel F&B departments and will be able to grasp the importance of the interactions between a restaurant's various departments.

### Teaching methodology and assessment

**Prerequisites:** None

**Sessions:** Three round tables of 3 hours per half-group, to be organised at regular intervals. The sessions are chaired by a speaker, ideally a restaurant manager, who will guide students on the theme of the roundtable and illustrate their contributions with anecdotes and experiences from the field.

**Assessment:** 1 test of 1 hour on a comprehensive question on the topics covered during the three F&B roundtables.

### Detailed outline

#### Roundtable1: Understanding the F&B work environment: 3 hrs.

The speaker is to explain to and enable students to understand the importance of hands-on experience in the curriculum.

#### Objectives:

- Deciphering hands-on experience and making sense of it
- Understanding the demands of professions in the trade.

#### Session content:

**Part I: The structure of professions in foodservice: link with hands-on experience.**

- Section 1: The various organisation charts
- Section 2: The jobs and positions in foodservice
- Section 3: Organisations, chains and groups

**Part II: The different roles and jobs in the kitchen**

*Section 1: The importance of experimenting with jobs in the kitchen*

- Having an overview of how the company works
- Understanding the impact of decisions on different departments

*Section 2: Understanding the constraints of different positions in the kitchen*

- Interdependence between the kitchen and dining room
- Lack of direct contact with guests

*Section 3: The importance of the relationship between the dining room and kitchen*

**Part III: Hands-on experience**

*Section 1: Analysis of difficulties encountered during hands-on experience*

*Section 2: Hands-on experience on the CV*

*Section 3: Testimonials from Vatel alumni (video) on how hands-on experience helps them every day in their job*

**Roundtable 2: Experimenting with various jobs in foodservice - 3 hrs.**

The speaker is to remind students that hands-on practice is a vital part of learning. As well, they must emphasise the individual investment required in the various positions held during the hands-on phase in order to make progress and move forward in their career plan.

**Objective:**

- Understand and identify the key skills of foodservice positions (banquets, seminars, cooking, etc.) with a link to hands-on experience.

**Content:**

**Part I: One role of table service: Knowledge of the menu and set menus**

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

*Section 2: Analysis of menus and set menus*

**Part II: The various roles and functions in banqueting.**

*Section 1: Types of banqueting services:*

- Banquet
- Buffets
  - Cocktail
  - Cold
  - Lunch
  - Dinner

*Section 2: Seminars*

- Different combination packages (dining + work + accommodation)
- The importance of the “seminar” activity for the hospitality sector.

*Section 3: Events*

- Weddings
- Family celebrations (Birthdays, etc.)
- Corporate events

**Roundtable 3: Guest relations in foodservice: an “in the field” profession - 3 hrs.**

**Objectives:**

- Help students understand the hospitality requirements in the foodservice industry.
- Enable students to improve their skills in hospitality professions.

**The speaker is to fuel the discussions with examples of situations experienced during hands-on practice and enable students to analyse their strengths and weaknesses to help build their career plans. The speaker is to insist on hands-on experience to help students gradually increase their skills and be able to reach their career objectives.**

**Content:**

***Part I: How guests express their needs***

- Listening to guests
- Understanding and observing guests

***Part II: Advising guests***

- Anticipating guest needs
- Adapting to the situation

***Part III: Analyzing your guest relations skills***

- Analyzing difficulties encountered during the hands-on experience phase.
- Finding solutions to improve.

# HOSPITALITY ROUNDTABLES

Code: H RT 104	Number of hours: 9	ECTS: 2	--
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## Objectives & Skills

### Introduction:

The list of subjects for the roundtables serves as a frame of reference for important topics to be addressed, but is not exhaustive. Speakers may add themes that they feel are interesting to address during the first year of study at Vatel.

### Roundtable objectives:

- Understand the basics of the hotel business environment.
- Know and experiment with the jobs required for the operation of a hotel business.

### Skills to be acquired:

- Know and understand the organisation of different jobs at a hotel.
- Understand the challenges of jobs in contact with guests.

**Summary:** Students are to learn the importance of knowing about all of the positions in the hotel industry. They will also learn to understand human organisation at hotels as well as to measure the importance of interactions between the different departments of a hotel.

## Teaching methodology and assessment

**Prerequisites:** None

**Sessions:** Three round tables of 3 hours per half-group, to be organised at regular intervals. The sessions are to be chaired by a speaker, ideally a hotel manager, who will guide students on the theme of the roundtable and illustrate their contributions with anecdotes and experiences from the field.

**Assessment:** 1 test of 1 hour on a comprehensive question on the topics covered during the three Hotel roundtables.

## Roundtable 1: Understanding the hotel work environment – 3 hrs.

### Objectives:

- Deciphering hands-on experience and making sense of it
- Understanding the demands of professions in the trade.

### Content:

#### ***Hotel organisation and departments***

##### *Section 1: Overall organisation at hotels*

- Organisation chart and hierarchy
- The different jobs in each department

- Tasks and jobs of each department and position

*Section 2: Reservations*

- Methods and means
- New methods of reserving

*Section 3: Greeting guests*

- Reception
  - Job and tasks
  - Organisation of the department
  - The shift
- Concierge services
  - Job and tasks
  - Organisation of the department

**Roundtable 2: Experimenting with various jobs at hotels - 3 hrs.**

**Objective:**

- Understand and identify key skills in hotel industry jobs.

**Content:**

***Part I: The various key roles and jobs in the hotel industry.***

*Section 1: Room service*

- Floor service
- Room service

*Section 2: Breakfast*

- Buffet
- Table service

*Section 3: Relaxation areas*

- Spa
- Gym/fitness room, etc.

***Part II: Hands-on experience (depending on the company)***

*Section 1: Analysis of difficulties encountered during hands-on experience*

*Section 2: Hands-on experience on the CV*

*Section 3: Testimonials from Vatel alumni (video) on how hands-on experience helps them every day in their job*

**Roundtable 3: Guest relations in the hotel industry: an “in the field” profession - 3 hrs.**

**Objectives:**

- Help students understand the demands of the hotel industry.
- Enable students to improve their skills in hospitality professions.

**The speaker is to fuel the discussions with examples of situations experienced during hands-on practice and enable students to analyse their strengths and weaknesses to help build their career plans. The speaker is to insist on hands-on experience to help students gradually increase their skills to be able to reach their career objectives.**

**Content:**

***Part I: How guests express their needs***

- Listening to guests
- Observing and understanding guests

***Part II: Guest loyalty in the hotel trade***

- Anticipating guest needs
- Premium services
- Business clientele
- New methods and jobs to personalise hospitality for guests

***Part III: Analyzing your guest relations skills***

- Analyzing difficulties encountered during the hands-on experience phase.
- Finding solutions to improve.

**Bibliography**

Non applicable.

## PRACTICAL EXPERIENCE / E-LEARNING

Code: E-LNG 104

Number of hours: Self-directed work during periods of hands-on experience

### Objectives & Skills

#### Introduction:

The e-learning modules are made available to students on the Moodle platform.

#### E-learning objective:

- Consolidate the knowledge gained during hands-on experience through a self-directed theoretical learning approach.

#### Skills to be acquired:

- Understand the importance of positions in contact with guests in the various trades of the hotel and foodservice sectors.

**Summary:** Students will have course modules to take during their periods of hands-on experience. Hands-on practice supervisors will have to devote part of the debriefing time to look at the topics addressed in the e-course modules and illustrate them with examples “from the field”.

### Teaching methodology and assessment

**Prerequisites:** None

**Sessions:** Students are to log in and take the courses during their periods of hands-on experience. They must be able to make links between their daily hands-on practice and the theoretical contributions of the courses taken online.

**Assessment:** Evaluation for e-learning modules via quizzes.

# Syllabus

## 2nd year – Management 2



## 2nd year – Management 2

COURSE UNITS Management 2			VALIDATION		
Code	Subject	Number of hours	Assessment method/duration	Coefficient/30	ECTS/60
<b>COURSE UNIT 1 MANAGEMENT TOOLS</b>					
FIN MGT 201	FINANCIAL MANAGEMENT	45	2P*-3hrs	3	6
STRAT MKG 201	STRATEGIC MARKETING	27	2P-2hrs	2	4
HR MGT 201	HUMAN RESOURCES MANAGEMENT	27	2P-2hrs	2	4
EXC 201	ADVANCED EXCEL	18	2P-2hrs	2	4
COM LAW 201	COMMERCIAL LAW APPLIED TO HOTEL MANAGEMENT	36	2P-1hr30	3	6
COM 201	EFFECTIVE COMMUNICATION	13.5	1P*-1hr /Report + presentation	2	4
BUS ENV 201	BUSINESS ENVIRONMENT	13.5	2P-1hr30	1	2
<b>COURSE UNIT 2 WORKING ENVIRONMENT</b>					
DOC & STRAT 202	DOCUMENTARY AND STRATEGIC MONITORING	13.5	2P-1hr	1	2
NUT 202	NUTRITION AND SOCIETY	9	2P-1hr	1	2
TOUR ECO 202	TOURISM ECONOMY	13.5	2P-1hr30	2	2
WW 202	WINES OF THE WORLD	9	2P-1hr	1	2
VSDP 202	VATEL SUSTAINABLE DEVELOPMENT PROJECT (VSDP)	10	Report + presentation (1/2 hr)	--	2
<b>COURSE UNIT 3 LANGUAGES</b>					
LAN 203	FOREIGN LANGUAGE 1	45	2P-1hr	3	6
LAN 203	FOREIGN LANGUAGE 2	18	2P-1hr	2	4
<b>COURSE UNIT 4 PROFESSIONAL PRACTICE</b>					
RT 204	ROUNDTABLES: high-end hospitality management	6	CW	--	--
EXP 204	HANDS-ON EXPERIENCE AND E-LEARNING	9 weeks	CW	3	3
<b>COURSE UNIT 5 COMPANY INTERNSHIP</b>					
INT 205	PROFESSIONAL INTERNSHIP ABROAD	20 to 24 weeks		--	7

\*2P: 2 mid-term exams per year - 1P: 1 mid-term exam per year.

# FINANCIAL MANAGEMENT

Code: FIN MGT 201

Number of hours: 45

ECTS: 6

Coefficient: 3

## Objectives & skills

### Course objectives:

- Be able to understand a financial position
- Master the tools for analysing the hotel business's activity and its financial position

### Skills to be acquired:

- Know how to analyse business activity using a KPI dashboard
- Be able to estimate a company's profitability
- Master business financing
- Know how to manage stocks

### Summary:

Students deepen their knowledge of financial management and are able to analyse a company's financial health. They analyse in detail the topic of business profitability and learn to master the functional assessment and the financial ratios. Students also become proficient in stock management.

## Teaching methodology and assessment

**Prerequisites:** Students must be able to read an income statement and a balance sheet, and master financial-statement subtotals. They must also be proficient in inventory management (depreciation and stock).

**Schedule:** 45 hours (1 session of 3 hrs + 1 session of 2 hrs per week)

**Assessment:** 2 mid-term exams during the year + a minimum of 2 tests per period. All the knowledge and skills taught during the training are to be assessed in the final exam.

## Detailed outline

### **Part I: Business profitability**

#### *Section 1: Fixed and variable costs*

- Definitions
- Differentiation
- Incremental income statement

*Section 2: Profitability threshold*

- By value and quantity
- Break-even point
- Management planning based on a KPI dashboard
- Calculating this threshold when fixed and variable costs are changed

*Section 3: Management planning*

- Seeking the activity required to meet a turnover target
- Profitability analysis
- Financial-statement subtotals
- Solutions for improving profitability

**Part II: Financial analysis: the functional assessment**

*Section 1: Preparation*

- Concept of cycles
- Devising and structuring the functional assessment
- Reclassifications (detailed, concentrated)

*Section 2: Analysis of the functional assessment*

- Operating / non-operating distinction
- Restatements (discounted bills not yet due, lease financing)
- Core indicators
- Financial management ratios

*Section 3: How to improve indicators and ratios – Analytical methodology*

**Part III: Stock management**

*Section 1: Stock turnover*

- Utility of good stock management, and targets pursued
- Calculating storage costs
- Calculating the turnover rate
- Concepts of safety stock and buffer stock

*Section 2: Empirical methods*

- Pareto analysis (80/20)
- ABC analysis

**Part IV: Business financing modes**

- Start-up financing
- Financing of business development or diversification

**Bibliography**

Recommended reading, available on Cyberlibris:

- Guilding C, (2002), *Financial Management for Hospitality Decision Makers*, Taylor & Francis.
- Smeur J, (2019) *Financial Management: A practical and accessible introduction for students and entrepreneurs* ed. 2 Vernon Press.

<b>STRATEGIC MARKETING</b>			
Code: STRAT MKG 201	Number of hours: 27	ECTS: 4	Coefficient: 2

### **Objectives & skills**

**Course objectives:**

- Become familiar with strategic-marketing tools
- Master the ins and outs of market research

**Skills to be acquired:**

- Know all about consumers' behaviour and all the variables that can influence them
- Master market-research techniques and be able to analyse the results

**Summary:**

Students apply the tools they became familiar with in their first year and explore marketing more deeply. They learn to understand consumers and their behaviour. Lastly, they are introduced to the aspects of closing a sale and to the yield-management mechanism.

### **Teaching methodology and assessment**

**Prerequisites:** Students must know the basic marketing tools and concepts studied in first year.

**Schedule:** 9 sessions, 3 hours each (or 2+1 hours)

**Assessment:** 2 mid-term exams during the year + a minimum of 2 tests per period. All the knowledge and skills taught during the training are to be assessed in the final exam.

### **Detailed outline**

## **Part I: Consumers**

### *Section 1: Influence on their choices*

- Needs and desires
- Maslow's hierarchy of needs
- Analysing advertising campaigns
- Personal psychological variables (motivations / barriers / attitudes, personality and behaviour)

### *Section 2: The other influence variables*

- SONCAS classification (in France) and equivalent
- Personal variables: age, gender, income, socio-professional categories, education level, etc.
- Environmental variables: family, social groups, social class, culture, etc.

### *Section 3: The buying process*

- Becoming aware of the need
- Searching for information
- Assessing alternatives (compensatory and non-compensatory)
- Choice, buying decision, purchase
- Post-buying behaviour: assessment depending on various cultures
- The different types of purchase (routine / impulse; pleasure/leisure; satisfaction/professional)

## **Part II: Market surveys**

### *Section 1: Introduction*

- Reminder about the tool
- Documentary and environmental study
- Methodology
- End goal

### *Section 2: Qualitative techniques*

- Personal interviews
- Semi-structured interviews
- Group discussions
- Observing behaviour

### *Section 3: Quantitative techniques*

- Polling
  - Sample size
  - Sampling method
  - Administration mode
  - Producing the questionnaire
  - Analysing the results
- Focus groups
  - Definition
  - Examples
- Using the results

*Section 4: Qualitative/quantitative development*

**Part III: Segmentation and targeting of national and international customer bases**

*Section 1: Segmentation*

- Why do it?
- How to do it?
- Types of segmentation criteria:
  - Geographic
  - Socio-economic
  - Economic
  - Psychographic
  - Behavioural
- What makes a good segmentation?

*Section 2: Targeting*

- Choosing your targets
  - Volume
  - Competition
  - Selling points
- The various targeting strategies
  - Concentrated
  - Undifferentiated
  - Differentiated

*Section 3: Specific features of segmentation and targeting in the hospitality sector*

- Basic segmentation (business and leisure)
  - Priority segment
  - Additional segment
- Expectations and behaviour of business customers (individual and group)
- Expectations and behaviour of leisure customers (individual and group)

**Part IV: Sales closing**

*Section 1: The main sales indicators in hotels and restaurants*

- Occupancy rate
- Average daily rate
- RevPAR
- RevPAC
- TrevPAR, etc.

*Section 2: The main ratios versus the competition*

- Penetration rate, etc.

*Section 3: Sales closing*

- Content
- Analysis

- Introduction to Yield management

## Bibliography

*Recommended reading, available on Cyberlibris:*

- Gilligan, Colin, Wilson, Richard MS (2009): *Strategic Marketing Planning*. Ed 2 Taylor and Francis
- Blythe, J (2009) *Key concepts in Marketing*. Ed 1. SAGE publications.
- Bowie D, Buttle F, (2004), *Hospitality Marketing: an Introduction*, Taylor & Francis.
- Zhixian Yi (2017), *Marketing Services and Resources in Information Organizations*. Elsevier Science.

# HUMAN RESOURCES MANAGEMENT

Code: HR MGT 201

Number of hours: 27

ECTS: 4

Coefficient: 2

## Objectives & skills

### Course objectives:

- Know the employee hiring process
- Know employees' obligations and rights
- Know how to assess and motivate an employee
- Understand the components of remuneration

### Skills to be acquired:

- Master the process and key aspects of hiring
- Master the contractual relationship
- Master remuneration policy

### Summary:

On this course, students learn to master the employee-employer relationship in line with the context of their country of origin and their cultural prism. They are introduced to the fact that rules may differ between countries and their respective laws. By the end of this learning sequence, students have acquired the mechanisms of employee integration, appraisal and remuneration.

## Teaching methodology and assessment

**Prerequisites:** An understanding of the HR function's role, and of hiring-process basics. Students must have done their M1 internship, which will provide a frame of reference for the employee-employer relationship on this course.

**Schedule:** 9 sessions of 3 hours (or 1 session of 2hrs + 1 session of 1hr per week).

**Assessment:** 2 mid-term exams during the year + a minimum of 2 tests per period. All the knowledge and skills taught during the training are to be assessed in the final exam.

## Detailed outline

### *Part I: Hiring: where and how to find talent?*

*Section 1: Hiring: operational phase*

- Internal and external hiring sources
- The job description
- Applicant selection criteria

*Section 2: Hiring interview*

- Preparing the interview
- Conducting and managing the interview
- Assessing the candidate's hard skills
- Assessing the candidate's soft skills

*Section 3: Employment contract*

- Common-law contract
- Drawing up an employment contract
- Terminating an employment contract
- The hotelkeeper's contract

*Section 4: Time management at work*

- Leave planning (criteria, etc.)
- Aspects specific to hotels
- Working nights

**Part II: Employee remuneration**

*Section 1: Remuneration components*

- Pay scales in big corporations (groups)
- Payslip items
- Payroll outsourcing (choice, cost)

*Section 2: Salary as a motivational tool*

- The statutory minimum in the profession
- Salary fixing method
- Other remuneration elements (bonuses, profit sharing, meal/travel expense contributions, etc.)
- Benefits in kind (meals, accommodation, company car...)
- Negotiating

**Part III: Human resources management**

*Section 1: Retaining employees*

- Wellness at work
- Working conditions (workspace, relaxation space...)
- New forms of work (nomadic, remote...)

*Section 2: Supporting employees in the company*

- Providing associated services (conciierge, childcare...)
- The obligatory career-development interview

- In-company employee training
- Supporting intrapreneurs

## Bibliography

*Recommended reading, available on Cyberlibris:*

- Perkins S, Arvinen-Muondo R, (2013), *Organizational Behaviour, People, process, Work and Human Resources Management*, Kogan Page.
- Hayes, David K, Ninemeier, Jack D (2015) *Human Resources Management in the hospitality Industry*. Ed 2. John Wiley & Sons.

# ADVANCED EXCEL

Code: EXC 201

Number of hours: 18

ECTS: 4

Coefficient: 2

## Objectives & skills

### Course objectives:

- Be able to understand how Excel supports business-management and data-analysis work
- Master the automation of calculations using Excel formulas and functions
- Master data charts

### Skills to be acquired:

- Know how to implement formulas
- Know how to illustrate series of figures
- Know how to use Excel's main functions (conditions, searching a table, conditional sums...)
- Understand the data-chart concept
- Know how to build a pivot table
- Know how to use macros

### Summary:

Students deepen their computing knowledge, primarily of Excel. They learn to master the program's advanced functions for automating calculations. They become familiar with data charts and pivot tables.

## Teaching methodology and assessment

**Prerequisites:** Basic Excel skills, table formatting, basic calculation formulas and functions.

**Schedule:** 9 sessions of 2 hrs.

Sessions with simultaneous manipulations guided by video-projection and applied practical work in class + applied exercises at home.

**Assessment:** 2 mid-term exams during the year + a minimum of 2 home assignments per period, to be scheduled and submitted via the Moodle platform - All the knowledge and skills taught during the training are to be assessed in the final exam.

## Detailed outline

### ***Introduction: Reminder of Excel table formatting and layouts***

#### ***Part I Conditional functions***

*Section 1: Complex formulas with SI and logical operators AND and OR*

*Section 2: COUNT, COUNTA, COUNTIF and SUMIF functions*

#### ***Part II: Searching a table – Consolidation***

*Section 1: LOOKUP (VLOOKUP, HLOOKUP) function and INDEX+MATCH function*

*Section 2: Data linking and consolidation of worksheets*

#### ***Part III: Data validation***

*Section 1: Validating entered data*

*Section 2: Creating drop-down lists*

#### ***Part IV: Using data and time functions in Excel***

*Section 1: Cell formats for showing dates and times*

*Section 2: The following functions:*

- YEAR, DATE, TODAY, NOW...
- DATEDIF, WEEKDAY

#### ***Part V: Functions for using text in Excel***

- UPPER, LOWER
- PROPER

#### ***Part VI: Creating simple graphics***

- Choosing data
- Graphics as objects
- Changing type of graphic, source data
- Changing options, position, colour
- Adding data

#### ***Part VII: Data charts***

*Section 1: Presentation*

- Sorting
- Using basic filters
- Conditional formatting

*Section 2: Advanced functions*

- Using advanced filters
- Subtotals in a data chart

*Section 3: Pivot tables*

- Creating/deleting a pivot table
- Adding/deleting a field in a pivot table
- Reorganising fields
- Filtering a pivot table

***Part VIII: Macros and functions in VBA***

*Section 1: Basics – definitions*

- Graphic controls
- Security

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

*Section 3: Creating simple functions in VBA (IF...THEN...ELSE)*

**Bibliography**

N/A

# COMMERCIAL LAW APPLIED TO HOTEL MANAGEMENT<sup>1</sup>

Code: COM LAW 201

Number of hours: 36

ECTS: 6

Coefficient: 3

## Objectives & skills

### Course objectives:

- Be able to understand a hotel company's legal environment
- Discover the sector-related contracts
- Understand the mechanisms of the hotel operator's third-party liability

### Skills to be acquired:

- Master the technique of contract-making related to hotels
- Master the legal forms of operation
- Master current regulations

**Summary:** Students are introduced to legal culture in business and in the hotel sector. Although they are unlikely to become jurists, this course must enable them to understand the key concepts that regulate their business activity and to acquire a solid legal culture and the vocabulary needed to interact with legal professionals.

## Teaching methodology and assessment

**Prerequisites:** None.

**Schedule:** 9 sessions, 4 hours per week (2 x 2hrs).

The course must be taught with case studies, and draw on legal current affairs and authentic documents. Rather than just acquiring knowledge, students must be trained to search for legal information and in legal reasoning. Commentary on judgements should be avoided.

**Assessment:** 2 mid-term exams during the year + a minimum of 2 tests per period.

## Detailed outline

### **Part I: Operating a hotel company**

#### *Section 1: Basic concepts*

- Forms of operation
- Operator status
- profession's organization

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<sup>1</sup> The themes covered are compulsory. Their content should be tailored to local laws.

### *Section 2: Business-related regulations*

- Regulation of licensed premises
  - Obtaining a licence and related obligations
  - Specific aspects of France's *Licence IV*
- Restaurant regulations (use of public space: terrace)
- Hotel regulations

### *Section 3: Forms of operation*

- The various forms of company
  - Concept of company
  - Forms of company in your country
    - Interests
    - Pros and cons of each form
- Voluntary chains of hotel/restaurants
- Franchise
- The business (*fonds de commerce*)
  - Composition
  - Legal nature
  - Sale (conditions and effects)
  - Management lease (*location-gérance*)
    - Drawing-up
    - Effects
  - Commercial lease

## **Part II: Contracts in the hospitality sector**

### *Section 1: The concept of a contract*

- Conditions of drawing-up and validity
- Effects

### *Section 2: Special contracts*

- Contract of sale
  - Drawing-up
  - Effects
  - Online sales
- Travel contract
  - Nature
  - Drawing-up
  - Effects
  - Travel agencies' liability
- Hotelkeeper's contract
  - Nature
  - Drawing-up
  - Effects

- Transport contract
  - Nature
  - Drawing-up
  - Effects
- Beer supply and distribution contract
  - Nature
  - Drawing-up
  - Effects

*Section 3: Contractual liability*

- Definition
- Execution

***Part III: The hotel operator's third-party liability***

*Section 1: Hotel operator's liability in the event of theft*

- Presumption of liability
- Legal tools
- Compensation
- Exemption from liability

*Section 2: Hotel operator's liability in the event of damage to property*

- Presumption of liability
- Legal tools
- Compensation
- Exemption from liability

*Section 3: Hotel operator's liability in the event of an accident*

- Application of third-party liability
- Duty of care
- Exemption due to force majeure

***Part IV: The company's legal partners and their role***

- Lawyer
- Legal counsel
- *Notary /sollicitor*

**Bibliography**

*Recommended books might change from one country to another*

# EFFECTIVE COMMUNICATION

Code: COM 201

Number of hours: 13.5

ECTS: 4

Coefficient: 2

## Objectives & skills

### Course objective:

- Acquire fluency and control in your communications in professional settings

### Skills to be acquired:

- Know how to speak distinctly
- Know how to communicate at the right time
- Know how to be eloquent
- Master the appropriate vocabulary for each situation
- Know how to project your voice
- Know how to organise and master your messaging

### Summary:

On this course, students realise the importance of their oral communication in their working environment. They learn to adapt the tone of their voice and their language register to the situations they face. They become familiar with public speaking, and try to overcome their potential shyness and fear of addressing an audience.

## Teaching methodology and assessment

**Prerequisites:** None.

**Schedule:** 9 sessions of 1hr30.

Sessions revolve around individual and group exercises. Theatre-based expression should be encouraged, as should media-training sessions when possible.

**Assessment:** 1 mid-term exam and production of a report (video, theatre-based performance).

## Detailed outline

### Themes covered: knowing how to communicate orally with fluency

- Know how to overcome your shyness: breathing and relaxation / theatre exercises
- Master your vocabulary and unlock your articulacy / theatre
- Know how to use an appropriate language register (adapting to hotel guests and to hotel staff)

- Adapt the tone of your voice to diverse situations / theatre – role playing
- Know how to speak in public / erase verbal and physical tics (presentation / interview...)
- Know how to organise your messaging in work settings (training to conduct, and speak in, a meeting)

## Bibliography

*Recommended reading, available on Cyberlibris:*

- 50minutes.com (2015) *Effective Communication at Work: say what you mean and get what you want.* 50 minutes.

# BUSINESS ENVIRONMENT

Code: BUS ENV 201

Number of hours: 13.5

ECTS: 2

Coefficient: 1

## Objectives & skills

### Course objective:

- Become familiar with the major global economic mechanisms

### Skills to be acquired:

- Know how to distinguish between liberalism and interventionism
- Understand the topic of monetary policies
- Master the aspects of inflation and its consequences
- Have a historical perspective on the major global economic crises

### Summary:

Students will grow familiar with the global economic environment in which they live and will work. They are introduced to the fundamental principles of economics and to the essential mechanisms that influence business activity.

## Teaching methodology and assessment

**Prerequisites:** Basic knowledge of economics (high-school diploma level).

**Schedule:** 9 sessions of 1hr30.

**Assessment:** 2 mid-term exams during the year + a minimum of 1 test per period.

## Detailed outline

### **Part I: Introduction**

#### *Section 1: Definitions*

- What is economics?
- Who are economic actors?

#### *Section 2: Major economic policies*

- Liberalism

- Supply and demand mechanism
- State interventionism
  - Justification for state intervention in the economy

## **Part II: Currency**

### *Section 1: Roles of currency*

### *Section 2: Currencies and globalisation*

- The euro
  - The euro area
  - The euro's evolution
  - Euro vs dollar
- Major currencies
  - Currency market
    - Aspects
    - Impacts on the global economy
- International monetary environment
  - IMF
  - World Bank
- Issues around globalisation
  - Major trading networks
  - Financial globalisation

## **Part III: Prices and inflation**

### *Section 1: Definitions*

- Inflation
- Deflation
- Disinflation

### *Section 2: Causes and consequences of inflation*

- Causes
- Consequences
- Specific aspects of tourism
- Inflation remedies

## **Part IV: Economic crisis**

### *Section 1: Historic crisis*

- 1929 crisis
- Oil crises of 1973 and 1977

### *Section 2: Recent crises*

- Subprime mortgage crisis
- Economic crisis related to Covid-19
  - Impact on the major economic metrics worldwide

- The state's role in tackling the crisis

*Section 3: The global economy's current state and outlook*

**Bibliography**

*Recommended reading, available on Cyberlibris:*

- Begg D, Vernasca G, (2011), *Economics 10<sup>th</sup> edition*, Mc Graw – Hill UK
- Chavance B, (2008), *Institutional Economics*, Taylor & Francis
- Rutherford D, (2007), *Economics: the Key Concepts*, Taylor & Francis.

# DOCUMENTARY & STRATEGIC MONITORING

Code: DOC & STRAT 202

Number of hours: 13.5

ECTS: 2

Coefficient: 1

## Objectives & skills

### Course objectives:

- Be able to set up monitoring of current business affairs
- Be fully informed of local, national and international hospitality-sector news
- Provide a methodology for documentary search and monitoring

### Skills to be acquired:

- Be able to find information
- Be able to compile a press review
- Develop the ability to synthesise information
- Develop your critical faculties

### Summary:

Students must have in-depth knowledge of the latest news in the hospitality sector, in which they are operating and will continue to do so. They learn to search for information, analyse it, and **synthesise** it. This course enables them to connect the skills and knowledge acquired on the other courses with the industry's current affairs.

## Teaching methodology and assessment

**Prerequisites:** All the knowledge and skills covered in the first year must have been acquired in order to properly understand the sector's current affairs.

**Schedule:** 9 sessions of 1hr30.

Each session must track the news in the hospitality sector. Each week, students produce a synthesis that deals with an issue in the news, which they present to the whole class in the form of a debate.

To supplement this, each semester they produce a special report / dossier in groups on a prominent topical theme. This report is presented to the class in a written or video format.

**Assessment:** 2 mid-term exams + 1 piece of homework per semester in the form of a report.

## Detailed outline

The themes covered reflect current affairs (and are thus not specified) but must be taught cumulatively:

- At local, national and international levels
- In terms of hotels, restaurants and tourism
- Across the press: general, business and trade professional
- On dedicated trade websites
- On trade social media

Each theme must generate discussion. Links must be made with the other subjects taught and the skills acquired (theory, practice, internship).

Students must be given a press-review methodology to shape their work. This course must sharpen their critical faculties, their ability to synthesise, and their curiosity.

### **Bibliography**

All sources of hotel and tourism sector news.

# NUTRITION AND SOCIETY

Code: NUT 202

Number of hours: 9

ECTS: 2

Coefficient: 1

## Objectives & skills

### Course objectives:

- Be able to offer alternatives for a restaurant's various profiles of customer with specific dietary requirements
- Know about agro-food marketing trends.

### Skill to be acquired:

- Understand and adapt to new gastronomic trends.

### Summary:

Students learn tangible ways of commercialising new gastronomic trends, in line with the requirements of your various customer profiles; and carry out a concrete analysis of the themes and concepts covered in the “working culture” or “documentary & strategic monitoring” courses.

## Teaching methodology and assessment

**Prerequisites:** Knowledge and skills acquired in practice and during the internship. Master the rules of a balanced diet.

**Schedule:** 9 hours, sessions of 1 hr.

Role-playing with real-life materials is necessary to make this subject useful and appealing. Students must work on restaurant menus and resolve concrete cases where various types of customer request food that meets a particular dietary requirement.

**Assessment:** 2 mid-term exams during the year + a 1 test (minimum) and 2 “flash” tests per period.

## Detailed outline

### ***Part I: Knowledge of foods and their impact***

#### *Section 1: The glycaemic index of foods*

*Section 2: The level of food processing*

*Section 3: The link between diet and mental health*

*Section 4: Gut microbiota and its role in nutrition*

*Section 5: National nutrition and health programme: well-informed consumers*

- The consumer app
- Government communication campaigns

***Part II: Adapting a restaurant menu to dietary requirements***

*Section 1: Medical requirements*

- Allergens
- Gluten intolerance
- Lactose intolerance

*Section 2: Religious requirements*

- Halal food
- Kosher food, etc

*Section 3: Location-related requirements*

- Snacks in a fitness club, gaming complex, etc.
- Fast food in a shopping centre
- Fast food in a business park
- Consumer trends: catering in transit locations (stations, airports, etc.)

**Bibliography**

*Recommended reading, 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.

# TOURISM ECONOMY

Code: TOUR ECO 202

Number of hours: 13.5

ECTS: 2

Coefficient: 1

## Objectives & skills

### Course objectives:

- Have an overview of the tourism economy in today's world
- Understand the factors influencing the tourism economy

### Skills to be acquired:

- Know tourism's stakeholders
- Be able to study a local tourist organisation
- Understand the link and influence between tourism and the hospitality business
- Know how to identify and understand the factors that influence tourism, in order to take decisions

### Summary:

By the end of this course, students master the main economic trends in your country's tourism sector. They will be familiar with tourism as a product, and understand how the way it is marketed is closely related with the hospitality business. This course must also include a regional, and even a local, perspective on tourism. Each school will ask its teaching staff to develop a section on regional or local tourism, covering tourism initiatives or remarkable sites nearby.

## Teaching methodology and assessment

**Prerequisites:** None.

**Schedule:** 9 sessions of 1hr30.

*Part II and section 2 of part III must be covered concisely. These parts may be addressed, in terms of learning, as follows: in advance, students do a piece of research, which is then synthesised in class; or they are given documents to read prior to each class.*

*Parts III, IV and V will be take up most of the classroom hours.*

**Assessment:** 2 mid-term exams during the year + 1 test + 1 piece of homework.

## Detailed outline

## **Part I: Introduction**

### *Section 1: Definitions*

- What is tourism?
- What is the tourism industry?
- Tourism around the world
  - The WTO
  - Figures and data
- Tourism in France \*
  - Tourist offices: roles and figures
  - Departmental and regional boards: roles and figures

*\*To be adapted to the country or region.*

## **Part II: The tourism product**

### *Section 1: Demand*

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

### *Section 2: Supply*

- Accommodation
- Catering
- Passenger transport
- Transport equipment hire
- Tourism interests specific to each country
- Cultural services
- Sports and recreational services

## **Part III: Distribution of tourism**

### *Section 1: The emergence of online tourism-product sales*

- Market and evolution
- Ties with hotels and restaurants

### *Section 2: Agencies and traditional tour operators*

- Market and evolution
- Links with hospitality sector

### *Section 3: The fashion for “discounting to sell better”*

- Private sales
- Last-minute sales
- Auctions

**Part IV: Factors influencing the tourism economy in an area**

- Global warming
- Communication
- Consumer trends
- Political events
- Sporting events
- Historical and religious attractions
- Epidemics/pandemics

**Part V: Tourism and regional culture**

*In this part of the course, the teacher must present a noteworthy local or regional tourist attraction.*

*Students must do a preparatory piece of research on the site: date created, history and evolution, type of attraction, footfall, type of customers...*

*The teacher will provide a methodology to be used to analyse the key aspects of the attraction.*

*Students will write a piece of homework analysing the chosen tourist attraction.*

**Bibliography**

*Recommended reading, available on Cyberlibris:*

- Smith M, Macleod N, Hart Robertson M (2010), *Key Concepts in Tourist Studies* Ed 1. SAGE Publications
- Lockwood A, Medlik S (2002) *Tourism and hospitality in the 21<sup>st</sup> Century*. Taylor & Francis

# WINES OF THE WORLD

Code: WW 202

Number of hours: 9

ECTS: 2

Coefficient: 1

## Objectives & skills

### Course objectives:

- Discover the wines of the world
- Become familiar with the global wine market

### Skills to be acquired:

- Know the main grape varieties worldwide, and how they influence appellations
- Be able to advise a customer on pairing food and wine
- Be able to explain what makes unusual wines distinctive

### Summary:

Students discover the wines on the global market, and become aware that local or French wines are not the only ones available on the market. From session to session, they acquire a geography-based approach to wine-making regions and sufficient knowledge to guide customers towards sometimes little-known products.

## Teaching methodology and assessment

**Prerequisites:** Knowledge acquired in first year.

**Schedule:** 9 sessions of 1hr.

The classes can be illustrated by a wine-tasting tutorial. This tutorial must be monthly at most, and last half an hour; a maximum of two wines can be tasted and discussed.

**Assessment:** 2 mid-term exams during the year + a minimum of 1 test + 2 “flash” tests per period.

## Detailed outline

### **Part I: Introduction**

The main wine-making regions in Europe and the world

### **Part II: Discovering the wines of America (or French wines for schools in the Americas region)**

*Section 1: Wines of the USA*

- Californian wines
- Types of wines and distinctive features
- Grape varieties
- Place on the global market

*Section 2: Wines of Latin America*

- Brazil / Argentina / Chile / Uruguay
- Types of wines and distinctive features
- Grape varieties
- Place on the global market

***Part III: Discovering the wines of Australia and New Zealand***

- Wine-producing regions (eastern Australia / Marlborough)
- Types of wines and distinctive features
- Grape varieties
- Place on the global market

***Part IV: Discovering the wines of South Africa***

- Wine-producing regions
- Types of wines and distinctive features
- Grape varieties
- Place on the global market

***Part V: Discovering the wines of China***

- Wine-producing regions
- Types of wines and distinctive features
- Grape varieties
- Place on the global market

**Bibliography**

*Recommended reading, available on Cyberlibris:*

- 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.
- Santini C, (2018) *Case studies in the wine industry*. Elsevier Science

## VATEL SUSTAINABLE DEVELOPMENT PROJECT (VSDP)\*

Code: VSDP 202	Number of hours: 10	ECTS: 2	Coefficient: 1
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### Objective & skills

#### Course objective:

- Put into practice the principles of sustainable development (SD) and corporate social responsibility (CSR) to serve a corporate project.

#### Skills to be acquired:

- Be able to propose solutions around SD and CSR for a hospitality-sector organisation.

#### Summary:

The SD/CSR project will be central to this 10-hour course. It will be launched, then monitored, by a teacher whose objective is to support and guide students in finalising and presenting their project to the company.

### Teaching methodology and assessment

**Prerequisites:** To have attended the first-year SD seminar.

**Schedule:** The sustainable development and corporate social responsibility course comprises three stages:

- Stage one: launching the project
- Stage two: supporting the project groups
- Stage three: presenting and validating the project

The course sequence is as follows: project launch (2 hours); remote support for the groups, to be arranged and allocated before the defences (2 hours); mid-course defences (2 hours); and finally, 4 hours' defences per class. Naturally, a representative of the project-hosting organisation will be invited to the final defence.

Support and tracking will be via the Moodle platform or any local platform.

Students will be assessed on how coherent, realistic and feasible their proposed project is; and on their presentation of their project at the final oral defence.

- Reminder of SD and CSR fundamentals
- Formation of working groups

- Selection of project-hosting organisation (café, school, restaurant, hotel, shop...)
- Selection and validation of a study project per group
- Remote coaching of groups to advance the project
- Intermediate defence of the project
- Final defence of the project.

**Assessment:** A piece of homework in the form of a report to hand in; and an oral defence.

## Bibliography

*Recommended reading, available on Cyberlibris:*

- Aydin C (2017) *Environment and sustainability*. Ed Peter Lang
- Chen J, Sloan P, Legrand W (2009) *Sustainability in the hospitality industry: principles of sustainability Operations*. Taylor & Francis.

# FOREIGN LANGUAGE 1

Code: LAN 203

Number of hours: 45

ECTS: 6

Coefficient: 3

## Objectives & skills

### Course objectives:

- Improve your professional vocabulary
- Master writing a CV and cover letters
- Deepen socio-cultural and socio-economic knowledge of English-speaking countries

### Skills to be acquired:

- Know how to write formal letters and a CV
- Know how to use written expressions of politeness
- Know how to write business letters

### Summary:

Students deepen their knowledge of professional vocabulary and learn to master the formal expressions (written and oral) used in the customer relationship. They become familiar with applying in English for a job or an internship.

## Teaching methodology and assessment

**Prerequisites:** Level B1 of the Common European Framework of Reference for Languages (CEFR).

**Schedule:** 5 hours per week.

Classes must be interactive. Written English is covered more extensively than in M1.

In the first session, students must be prompted to talk about their internship experiences, and be reminded of the concepts studied in their first year.

**Assessment:** 2 mid-term exams during the year + a minimum of 1 test per period + regular oral “flash” tests. All the knowledge and skills taught during the training are to be assessed in the final exam.

## Detailed outline

## **Part I: Applying in English**

*Section 1: Producing a CV*

*Section 2: Writing a cover letter*

*Section 3: Networking*

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

*Section 4: The hiring interview (role play)*

## **Part II: Business correspondence**

*Section 1: Reading and writing business letters*

*Section 2: Knowing how to arrange and cancel an appointment by email and telephone*

## **Part III: Hotel services**

*Section 1: Greeting*

- Reminder of the basic principles
- Various customer-facing behaviours
- Greeting all types of customer in all situations
- Greeting VIP customers

*Section 2: Room service*

- The roles of room-service staff
- Providing solutions to customers
- Revision of vocabulary

*Section 3: Reception and concierge services*

- The concierge's role
- Handling claims and complaints
- Handling the most frequent requests made to concierges
- Handling cancellations on the telephone

## **Part IV: Industry current affairs**

*Section 1: Hotels chains in the English-speaking world*

*Section 2: Specific features of hotels in the English-speaking world*

## **Bibliography**

The sessions must be illustrated by authentic documents (newspapers, trade magazines, job advertisements, etc.) which students work on. However, they are strongly advised to buy an English grammar book and an English business glossary.

## FOREIGN LANGUAGE 2

Code: LAN 203

Number of hours: 18

ECTS: 4

Coefficient: 2

### Objectives & skills

#### Course objectives:

- Deepen your professional vocabulary
- Master writing a CV and cover letters
- Deepen socio-cultural and socio-economic knowledge of Spanish/German/Italian speaking countries.

#### Skills to be acquired:

- Know how to write formal letters and a CV
- Know how to use written expressions of politeness
- Know how to write business letters

#### Summary:

Students deepen their knowledge of professional vocabulary and learn to master the formal expressions (written and oral) used in the customer relationship. They become familiar with applying in Spanish, German or Italian for a job or an internship.

### Teaching methodology and assessment

**Prerequisites:** Level A2 (CEFR).

**Schedule:** 2 hours per week. If any groups are small, the number of sessions may be reduced.

Classes must be interactive. Written language is covered more extensively than in M1.

In the first session, students must be prompted to talk about their internship experiences, and be reminded of the concepts studied in their first year.

**Assessment:** 2 mid-term exams during the year + regular oral “flash” tests. All the knowledge and skills taught during the training are to be assessed in the final exam.

### Detailed outline

#### ***Part I: Applying***

*Section 1: Producing a CV*

*Section 2: Writing a cover letter*

**Part II: Business correspondence**

*Section 1: Reading and writing business letters*

*Section 2: Knowing how to arrange and cancel an appointment by email and telephone*

**Part III: Hotel services**

*Section 1: Greeting*

- Reminder of the basic principles
- Various customer-facing behaviours
- Greeting all types of customer in all situations
- Greeting VIP customers

*Section 2: Room service*

- The roles of room-service staff
- Providing solutions to customers
- Revision of vocabulary

*Section 3: Reception and concierge services*

- The concierge's role
- Handling claims and complaints
- Handling the most frequent requests made to concierges
- Handling cancellations on the telephone

**Part IV: Professional news**

*Section 1: Hotels chains in the Spanish/German/Italian speaking world*

*Section 2: Specific features of hotels in the Spanish/German/Italian speaking world*

**Bibliography**

The sessions must be illustrated by authentic documents (newspapers, trade magazines, job advertisements, etc.) which students work on. However, they are strongly advised to buy a Spanish/German/Italian grammar book and business glossary.

# ROUNDTABLES: HIGH-END HOSPITALITY MANAGEMENT

Code: RT 204

Number of hours: 6

ECTS --

Coefficient --

## Objectives & skills

### Course objectives:

- Understand the requirements of high-end establishments in the hospitality sector.
- Understand the concepts of quality and consistent quality.

### Skills to be acquired:

- Master the service requirements of a high-end establishment
- Be able to integrate in a high-end establishment

### Summary:

Students are introduced to luxury establishments' requirements and constraints. They become familiar with the differences in organisation and hospitality between luxury and other categories of hotels and restaurants.

## Teaching methodology and assessment

**Prerequisites:** None.

**Schedule:** 2 roundtables of 3 hrs.

**Assessment:** A piece of homework on the roundtables: high-end luxury establishments.

## Detailed outline

### Roundtable 1: Hospitality in high-end hotels and restaurants: 3hrs

#### Objectives:

1. Have students reflect on the specific aspects of hospitality in high-end restaurants. Concepts of quality and consistent quality.
2. Stimulate reflection on service quality in hotels.
3. Discuss experiences of M1 internships in various types of organisation (3-star hotel, 4-star hotel, etc.).

#### Content:

**Part I: Service in luxury restaurants**

*Section 1: Hospitality and advice in a Michelin-starred restaurant*

*Section 2: Service in a Michelin-starred restaurant*

**Part II: Service in a luxury hotel**

*Section 1: Hospitality and advice in a luxury hotel*

*Section 2: Customer management in the back office of a luxury hotel*

**Part III: Experience feedback from the M1 internship**

*Section 1: Gaps between theory and practice*

*Section 2: Theoretical inputs applied during the internship*

**Roundtable 2: Teams' obligations in high-end establishments: 3hrs**

**Objectives:**

1. Discuss the various constraints in luxury hotels and restaurants
2. Discuss the various managerial practices observed during internships

**Content:**

***Part I: The hiring requirements of high-end establishments (to be linked with the course on self-image and good work practices)***

- Physical presentation
- Vocabulary and being available for customers
- Languages
- Observational qualities
- Punctuality
- Sense of responsibility

***Part II: Integration into high-end establishments***

- Stance within a team
- Respecting hierarchy
- Integrating into a multicultural team
- Articulating a difficulty
- Reporting to your line manager

***Part III: M1 internship experience feedback***

- *Theoretical inputs applied during the internship.*

**Bibliography**

All types of current events documents

## HANDS-ON EXPERIENCE

Code: EXP 204	9 weeks	ECTS: 3	Coefficient: 3
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### Objective & skills

#### Introduction:

Vatel students follow a programme in which professional practice takes up half of the course. During periods of practical learning, they hold posts in training facilities – hotels, restaurants, brasseries, etc. – or with industry partners if the school has no such facilities.

#### Objective of practice:

- The periods of hands-on experience must enable students to check their theoretical learning in a real working situation.

#### Skills to be acquired:

- Master the basics of operational management
- Discover and understand new services
- Be able to organise an event

**Summary:** Students alternate between theoretical and hands-on learning. During the hands-on periods, they hold new posts in new departments such as: sales, restaurant inspection, accounting, personnel, etc. Their role may also involve having to organise an event, banquet or conference.

### Teaching methodology and assessment

**Prerequisites:** None.

**Schedule:** Students alternate between periods of theoretical and hands-on learning, each type totalling 9 weeks. The tempo can be tailored to suit the campus training facility or the partner host facility. The hands-on experience is organised in the same way as in first year.

During this second year, students are given greater supervisory responsibility than their M1 schoolmates.

**Assessment:** The course managers assess each student in a one-on-one interview at the end of each week. The assessment forms are available from school management.

## E-LEARNING

Code: E-L 204

Self-sufficient online training.

### Objective & Skills

#### Introduction:

Vatel students follow a programme of which half is hands-on professional practice.

The e-learning modules are provided for students on the Moodle online platform, and supplement the experience acquired during the hands-on weeks.

#### Objective of e-learning:

- Consolidate the knowledge acquired during the hands-on experience, through a self-directed theoretical approach.

#### Skills to be acquired:

- Understand and experience the various posts and situations in the hospitality sector.
- Understand the challenges of posts in contact with customers across the field of hospitality management.

**Summary:** Students alternate between theoretical and hands-on learning. During periods of hands-on learning, they hold posts in training facilities - hotels, restaurants, brasseries, etc. – or with industry partners if the school has no such facilities.

Students have training modules to follow during the periods of hands-on experience. The practice managers must devote part of the debriefing time to recap the themes covered in the modules and illustrate them using on-the-ground examples.

### Teaching methodology and assessment

**Prerequisites:** None.

**Schedule:** Students must log on and follow the modules during their hands-on experience weeks. They must be able to connect their daily practical activity with the theoretical inputs of their online sessions.

**Assessment of e-learning:** The online modules are assessed by quizzes done on the platform.

## Introduction to 3rd year

M3 is a decisive year for Vatel students. At the end of the school year, they appear for their exams to obtain the “**Bachelor in International Hotel Management**”, certified level 6 in the French national directory of professional certifications (RNCP).

The exams demand the skills and knowledge acquired during the students’ first three years at Vatel. It is therefore essential to view them as exams that call on the students’ ability to think, and not simply as tests of their knowledge.

During this third year of study, students have the opportunity to do an expertise week, focusing on one of three proposed themes.

The purpose of this week is to enable students to discover or explore one of three themes more deeply, without actually choosing it as their career plan or as a specialisation.

Students choose their theme in the final week of classes of their M2 year.

Vatel Group recommends the following topics:

- Sustainable development
- Entrepreneurship
- Sales - events

If a school opts to offer one or more themes other than those recommended, it must submit a reasoned proposal to the academic department for approval.

# Syllabus

3rd year – Management 3



### 3rd year – Management 3

COURSE UNITS Management 3			VALIDATION		
Code	Subject	Number of hours	Exam duration	Exam coefficient	ECTS/60
<b>COURSE UNIT 1 MANAGEMENT TOOLS</b>					
BG 301	BUSINESS GAME	14	--	--	2
OP AUD 301	INTRODUCTION TO OPERATIONAL AUDITING	39	3hrs	3	8
OP MKG 301	OPERATIONAL MARKETING	26	2hrs	3	4
HR MGT & LEAD 301	HR MANAGEMENT AND LEADERSHIP	26	2hrs	3	4
TAX 301	CORPORATE TAXATION	19,5	1hr30	2	2
INT TEAM MGT 301	INTERCULTURAL TEAM MANAGEMENT	19,5	1hr	1	2
SAL & NEG 301	SALES AND NEGOTIATION TECHNIQUE	26	1hr30	2	4
COM MGT 301	COMMUNITY MANAGEMENT	13	1hr	1	1
EXP EXC 301	EXPERT EXCEL	13	1hr	1	1
COM 301	ATL AND BTL MEDIA COMMUNICATIONS	26	1hr30	2	4
PRO COM 301	PROFESSIONAL ORAL COMMUNICATION	12	--	--	--
<b>COURSE UNIT 2 WORKING ENVIRONMENT</b>					
WBS 302	WINES, BEERS AND SPIRITS	13	1hr	1	2
GEOP 302	GEOPOLITICS	13	1hr	1	2
TOUR & T 302	TOURISM AND TRAVEL	26	1hr30	2	4
EXP WEEK 302	EXPERTISE WEEK	30	--	--	4
<b>COURSE UNIT 3 LANGUAGES</b>					
LAN 303	FOREIGN LANGUAGE 1	52	1hr30	3	6
LAN 303	FOREIGN LANGUAGE 2	26	Oral	2	4
<b>COURSE UNIT 4 PROFESSIONAL PRACTICE</b>					
RT 304	ROUND TABLES	6	--	--	--
EXP 304	HANDS-ON EXPERIENCE (Management) AND E-LEARNING	7 weeks	CW	3	6
<b>COURSE UNIT 5 COMPANY INTERNSHIP</b>					
INT 305	PROFESSIONAL INTERNSHIP	At least 3 months (optional)	CW	--	--

## Bachelor in International Hotel Management Assessment - Final Examination

### I – WRITTEN EXAMS

Exam	Duration	Coefficient
Finance (Management, Health and Safety, Taxation)	3 HRS	5
Marketing (Marketing, ATL and BTL Media Communications, Sales and Negotiation Technique, Wines and Spirits)	3 HRS	5
HR Management and Leadership – Intercultural Management (HR Management – Intercultural Management)	3 HRS	5
Tourist Economy (Tourism and Travel – Geopolitics)	2 HRS	3
Computing	2HR	2
Foreign language 1	2 HRS	2

### II – ORAL EXAM

Exam	Duration	Coefficient
Foreign language 2	average of the orals (10 minutes) in the mid-term exam and final exam	2

### III – ASSESSMENT OF PROFESSIONAL SKILLS

**ANY MARK OR AVERAGE BELOW 7/20 SHALL RESULT IN AN OVERALL FAIL**

Subject	Calculation method	Coefficient
Internship report, 1st year	Professional assessment, coef 1	2
Hands-on applications, 2nd year	Combined average of both periods	5
Professional internship, 2nd year	Professional assessment	4
Hands-on applications, 3rd year	Combined average of the year	4
Final oral defense - 30 minutes	Mark out of 20	4

## BUSINESS GAME

Code: BG 301

Number of hours: 14

ECTS: 2

### Objectives & skills

#### Business game objectives:

- Enable students to understand the skills they still need to acquire in order to manage a hotel properly.
- Master and use all the knowledge acquired during the first two years.
- Build group cohesiveness between students.

#### Skills to be acquired:

- Be able to manage a mid-sized hotel in a competitive environment.
- Be able to make group decisions in order to achieve a common objective.

**Summary:** Groups of four or five students will manage a hotel in a competitive environment with the objective of gaining market share.

The students must use all the knowledge acquired during their first two years' study to take managerial decisions for their establishment.

### Teaching methodology and assessment

**Prerequisites:** None.

**Schedule:** To be scheduled at the start of the year, after the intake meeting and before classes start. It must run on two consecutive days.

Once the working groups have been formed, students follow the game-master's instructions to manage their hotel and deliver their decisions.

**Assessment:** The groups' management and decision-making during the game are to be assessed. At the end of the game, the groups will be ranked.

### Bibliography

To be provided by the game's designers.

# INTRODUCTION TO OPERATIONAL AUDITING

Code: OP AUD 301

Number of hours: 39

ECTS: 8

Coefficient: 3

## Objectives & skills

### Course objectives:

- Be able to understand the composition of costs
- Master budget mechanics (forecast, actual)
- Be able to track an operational department's results

### Skills to be acquired:

- Know how to calculate a cost price in order to work out a possible selling price
- Know how to analyse, understand and explain forecast/actual variance
- Know how to make decisions on buying or delisting products

### Summary:

Students are introduced to cost control (F&B). They learn to track sales and related costs, and to be able to provide long-lasting solutions to improve an operational department's results.

## Teaching methodology and assessment

### Prerequisites:

Students must be able to read an income statement and a balance sheet, and master financial-statement subtotals.

They are proficient in inventory-related matters (amortisation and stocks).

Students must know how to build and analyse a functional assessment and a dashboard.

**Schedule:** 13 sessions, 3 hours per week.

The first sessions can be devoted to recapping the concepts covered in the previous years; and the later sessions, to revising in preparation for the final exam.

**Assessment:** 1 mid-term exam + a minimum of 2 tests. Subject included in the common final exam on: **Finance**. All the knowledge and skills taught during the training are to be assessed in the final exam.

## Detailed outline

## **Part I: Costs**

### *Section 1: Cost concepts*

- Definitions (from charges to costs)
- Inventoriable costs
- Non-inventoriable costs
- *Distinctions between direct and indirect costs*
- *Breakdown of indirect costs*

### *Section 2: Calculating costs*

- *Calculating cost price*
- *Full costs*
- *Determining the sale price*

## **Part II: Reporting and discrepancy analysis**

### *Section 1: Standard costs*

- Standard unit cost sheet
- Flexible budget for indirect costs

### *Section 2: Budget / actual analysis*

- Price variance
- Quantity
- Composition

## **Part III: Budget mechanics**

### *Section 1: Operating budget (cash and non-cash charges, cash and non-cash income items)*

### *Section 2: VAT budget*

### *Section 3: Cash / non-cash budget*

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

### *Section 1: Principle and scope*

### *Section 2: Objectives*

- Performance of operating departments
- Costs of functional departments
- Performance of the establishment

### *Section 3: Designing and analysing the USALI dashboard*

- Gross margins
- Margins on operating departments' direct costs
- Indirect functional costs
- Calculating costs of production
- 

## **Part V: Ratio analysis**

- Financial ratios
- ROE / ROCE profitability ratios
- Accounting profitability ratios

## Bibliography

*Recommended reading, available on Cyberlibris:*

- Hales J (2005), *Accounting & Financial Analysis in the Hospitality Industry*, Taylor & Francis.

# OPERATIONAL MARKETING

Code: OP MKG OPE  
301

Number of hours: 26

ECTS: 4

Coefficient: 3

## Objectives & skills

### Course objective:

- Master, and be able to implement, the tools for action at a hotel company's disposal, in order to operate in the marketplace

### Skills to be acquired:

- Know how to design a coherent, effective marketing mix
- Be proficient in product, pricing, distribution and marketing policies

### Summary:

By the end of this course, students master the marketing mix. They gain awareness of the importance of product / pricing / distribution policy in the hotel sector, and they also focus on the CRM tool.

## Teaching methodology and assessment

**Prerequisites:** Knowledge of consumer behaviour and market research are essential.

**Schedule:** 13 sessions, 2 hours each.

The first sessions can be devoted to recapping the ideas covered in the previous years; and the later ones, to revising in preparation for the final exam.

**Assessment:** 1 mid-term exam + a minimum of 2 tests - Subject included in the common final exam on: **Marketing**. All the knowledge and skills taught during the training are to be assessed in the final exam.

## Detailed outline

### **Part I: Introduction**

#### *Section 1: The product life cycle*

- Launch
- Growth
- Maturity

- Decline

*Section 2: Changes in the marketing mix during these phases*

*Section 3: Coherent marketing-mix choices*

## **Part II: Product policy**

*Section 1: Specific features of the hotel service concept*

- Basic service
- Add-ons

*Section 2: Positioning*

*Section 3: Product attributes*

- Brand
- Design

*Section 4: Brand strategies*

- Own brand
- Endorsement
- Umbrella

*Section 5: Range*

- Definitions
- Dimensions
  - Length
  - Width
  - Depth
- Evolution
  - Extension
  - Refresh
  - Reduction
- BCG matrix
  - Dilemma / star / cash cow / dead weight
  - Interpreting the matrix
- Innovation in the hotel and tourism sector
  - Challenges
  - Approaches
  - Results

*Section 6: Quality*

- Levels of quality
  - Expected
  - Desired

- Delivered
- Perceived
- The quality programme
  - Objectives
  - Principles
  - Execution in a hotel company
  - Standardisation and certification / Labels
- Inspection tools
  - Audit
  - Mystery guest
  - Satisfaction survey

### ***Part III: Pricing policy***

#### *Section 1: Cost-based pricing methods*

- Cost price (Omnes principle)
- Break-even point
- Optimising RevPar with differential pricing

#### *Section 2: Taking account of the competition*

- Market prices
- Competitors' influence

#### *Section 3: Pricing policies*

- Alignment
- Skimming
- Penetration

#### *Section 4: Demand-based pricing methods*

- Taking account of consumers and their price expectations
- Elasticity
  - Definition
  - Calculation method
  - Utility
  - Analysis
- Psychological pricing
  - Definition
  - Utility
  - Graphic representation
  - Calculation method
  - Analysis
  - Limitations of this technique
- Yield management
  - Definition
  - Principles

- Characteristics
- Implementation

**Part IV: Distribution policy**

*Section 1: Choosing channels*

- Direct distribution
- Indirect distribution

*Section 2: Choosing intermediaries*

- Types
- Numbers

*Section 3: Distribution and development strategies*

- Intensive
  - Advantages
  - Drawbacks
- Selective
  - Advantages
  - Drawbacks
- Exclusive
  - Advantages
  - Drawbacks

**Part V: Communications policy**

*Section 1: Communication objectives and targets*

*Section 2: Ways of communicating*

- Above-the-line media communication
  - Advertising, etc.
- Below-the-line media communication
  - Packaging
  - Paper documents (leaflets, etc.)
  - Public relations
- Tactical media and new forms of marketing (street marketing, viral marketing, etc.)

*Section 3: Media strategies*

- Push strategy
- Pull strategy

**Part VI: Synthesising the marketing mix**

- Mix chart
- Adapting the marketing mix to the company's environment and strategy
- 

**Part VII: Customer relationship management (CRM)**

*Section 1: What underpins good CRM*

- Retention
- Satisfaction
- Improving profitability

*Section 2: CRM principles*

*Section 3: Implementation tools*

- Databases
- Big data
- Scoring
- Data mining

*Section 4: Sustainable relationship tools*

- Clubs
- Events
- Loyalty cards
- Magazines
- Social media
- Customer/business Interactivity

**Bibliography**

*Recommended reading, available on Cyberlibris:*

- 50Minutes.com, (2015) *The BCG Growth-share Matrix: theory and applications the key to portfolio management*. Ed 50 Minutes.
- 50Minutes.com, (2015) *The Marketing Mix: Master the 4Ps of marketing*. Ed 50 Minutes.
- Bojanic D, Reid R D (2016) *Hospitality Marketing Management*. John Wiley & Sons

# HR MANAGEMENT AND LEADERSHIP

Code: HR MGT & LEAD 301

Number of hours: 26

ECTS: 4

Coefficient: 3

## Objectives & skills

### Course objectives:

- Deepen knowledge of human resources management
- Understand team management and impose your leadership

### Skills to be acquired:

- Be able to assess your teams
- Analyse employees' rights and obligations
- Be proficient in leadership techniques

### Summary:

Students deepen the knowledge they acquired in the previous years. They become aware of the rights and obligations of the parties in a working relationship. The course must primarily be a place for debate and interaction, and for learning a methodology to research the themes covered, so that, in their future hotel roles, students ask themselves the right questions about HR and team-management issues.

## Teaching methodology and assessment

**Prerequisites:** It is essential that the human-resources knowledge dispensed in the first two years has been acquired.

**Schedule:** 13 sessions, 2 hours each.

The first sessions must be devoted to recapping the ideas covered in the previous years; and the later ones, to revising in preparation for the final exam.

The themes covered serve as a platform for research and discussion. Comparisons between the various systems in different countries should be encouraged.

**Assessment:** 1 mid-term exam + a minimum of 2 tests - Subject included in the common final exam on: **Management**. All the knowledge and skills taught during the training are to be assessed in the final exam.

## Detailed outline

### **Part I: Building and developing a leadership role**

Section 1: Characteristics of a leader

- Components of leadership
- Key attitudes of a leader

Section 2: Developing your leadership qualities

- Influencing and united a group
- Managing change
- Developing your emotional intelligence
- Displaying assertiveness
- Communicating effectively with your teams

**Part II: Appraising your teams and helping them grow**

*Section 1: Objectives of appraisal systems*

- Utility for the employee
- Utility for the employer
- Duty of assessment

*Section 2: Performance assessment*

- Setting objectives
- Assessment methods (reviews, interviews)

*Section 3: Employee development and internal promotion*

*Section 4: Conflict management*

- Managing conflicts between employees
- Managing conflicts with a subordinate
- Handling a negotiation with management

*Section 5: Employers' rights and obligations*

- Working conditions
- Remuneration
- Paid leave

*Section 6: Employees' rights and obligations*

- Adhering to working hours
- Adhering to rules when absent

**Part III: HR department: the vehicle for corporate social responsibility**

*Section 1: Accommodating disabled employees*

- Statutory obligations
- Integration processes

*Section 2: Discrimination*

- Types of discrimination
- Checking and penalties

**Part IV: Employee representative bodies: CSE (Social and Economic Committee)**

*Section 1: Rules of procedure for setting up a CSE*

*Section 2: The CSE's role and missions*

## Bibliography

*Recommended reading, available on Cyberlibris:*

- Kimsey-House K & H (2021) *Co-Active leadership*. Berrett-Koehler Publishers.
- Lawler, Lii, Boudreau (2015) *Global Trends in human resource management*, Stanford University Press
- Walker RJ, Miller JE (2015) *supervision in the hospitality Industry*. Ed 6 John Wiley & Sons

# CORPORATE TAXATION<sup>1</sup>

Code: TAX 301

Number of hours: 19.5

ECTS: 2

Coefficient: 2

## Objectives & skills

### Course objectives:

- Understand a hotel's tax obligations
- Know how to draw up a budget, with the various taxes payable by a hotel or restaurant
- Know how to distinguish between pre-tax accounting income and taxable income

### Skills to be acquired:

- Know how to find reliable, up-to-date tax information
- Be able to assess various sources of tax information in a concrete situation
- Master the VAT mechanism

### Summary:

Students are introduced to the tax rules governing the hotel business. This course must enable them to understand the tax mechanisms in force, and to know how to find reliable tax information in order to comply with current local regulations. They will be encouraged to sharpen their curiosity and analytical ability regarding concrete situations, not to become tax experts.

## Teaching methodology and assessment

**Prerequisites:** The business-management knowledge acquired throughout the syllabus. Knowing how to calculate pre-tax accounting income is essential.

**Schedule:** 13 sessions, 90 minutes each.

Students must be trained in tax mechanisms and in searching for information. Rote learning of taxation rates and rules, and exercises based solely on calculations, should be avoided.

**Assessment:** 1 mid-term exam + a minimum of 2 tests - Subject included in the common final exam on: **Finance**. All the knowledge and skills taught during the training are to be assessed in the final exam.

## Detailed outline

### *Part I: Introduction*

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<sup>1</sup> The set themes must be covered, but the content should be tailored to local statutory taxation rules.

*Section 1: The role of taxation*

- The main taxation rules

*Section 2: The company's interlocutors*

- The company's tax department
- Statutory auditors in their advisory role
- Tax advisers

**Part II: Taxation of the company's profits**

*Section 1: Calculation of taxable profits*

- Taxation per financial year
- Analysis of taxable income and deductible expenses

*Section 2: Corporate tax*

- Companies concerned
- Calculating tax
- Paying tax
- Treatment of deficits (carry back / forward)

**Part III: Value Added Tax (VAT)**

*Section 1: Mechanisms and principles*

- Scope
- Companies' role
  - Indirect-tax payer
  - Direct-tax payer
- Tax reporting systems
- Payability
- Deductibility

*Section 2: VAT on sales*

- History of VAT
- Calculating the VAT-inclusive price based on employee remuneration mode (fixed or per service)
- Rules about VAT on advance payments and deposits in the event of a no-show
- VAT and customer invoices

*Section 3: VAT on purchases*

- Rules on reclaiming VAT
  - Substantive rules
  - Formal rules
- VAT on benefits in kind and gifts
- Concrete cases of non-reclamation

**Part IV: Taxes and rights specific to hotels and restaurants**

*Section 1: Tourist tax*

- Scope
- How it works

*Section 2: Music broadcast rights*

- SACEM (French royalty collection body)
- Distinction between hotels and restaurants

**Bibliography**

N/A

# INTERCULTURAL TEAM MANAGEMENT

Code: INT TEAM MGT 301	Number of hours: 19.5	ECTS: 2	Coefficient: 1
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## Objectives & skills

### Course objectives:

- Understand cultural ideas and their consequences on management situations
- Implement the cultural tools and determinants in order to address difference and international team management
- Learn to reach beyond stereotypes

### Skills to be acquired:

- Master theories involving behaviours and values
- Be able to identify the main points of reference of some prominent national cultures
- Be able to analyse intercultural situations

**Summary:** This course highlights interculturality, which permeates future hoteliers' work relationships and management situations. Students should think about expatriation situations, reaching beyond stereotypes, and considering the invisible codes of managing other people's culture. Priority is given to role-playing and concrete presentations. Students must take on board the fact that all cultures are meaningful and can be understood, but that engaging with others requires more than simply drawing up a list of "do's and don'ts".

## Teaching methodology and assessment

**Prerequisites:** General knowledge and being open to the world.

**Schedule:** 13 sessions, 90 minutes each.

Intercultural management classes must be highly interactive, including when theory is covered.

Regarding part V: students will be asked to produce oral presentations, research summaries, briefings on various countries and on managerial methods: they must analyse how culture has an impact on corporate management and organisation, and on employee motivation.

**Assessment:** 1 mid-term exam + a minimum of 2 tests - Subject included in the common final exam on: **Management**. All the knowledge and skills taught during the training are to be assessed in the final exam.

## Detailed outline

### **Part I: International experience**

*Section 1: Points of reference and cultural relativism*

*Section 2: The keys to a successful meeting*

- *Reach beyond chauvinism*
- *Reach beyond ethnocentrism*
- *Reach beyond stereotypes*
- *Overcome the culture shock*

### **Part II: Models of cultural diversity management**

*Section 1: Multiculturalism and interculturalism*

- Multiculturalism as an endured situation
- Interculturalism as a managed situation

*Section 2: Edward T. Hall's theory*

- Explicit and implicit messages
- Flexible time / rigid time
- Interpersonal distance

### **Part III: Managing a multicultural team**

*Section 1: Taking account of your interlocutors' points de reference*

*Section 2: The limitations of trend-spotting and the complexity of models*

*Section 3: Decision-making*

- How:
  - Persuading
  - Synthesising
  - Compromising
  - Deducing
  - Implementing
- Why

### **Part IV: Intercultural approaches**

*Section 1: Geert Hofstede's approaches*

- *Scope*
- *Risks*

*Section 2: Philippe d'Iribarne*

- *Scope*
- *Risks*

*Section 3: Fons Trompenaars*

- *Scope*
- *Risks*

*Section 4: Reflections on “living together”*

***Part V: Cultures and management around the world***

*Section 1: Anglo-Saxon countries*

*Section 2: Latin Europe and Northern Europe (including Germany)*

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

*Section 4: African countries (a Maghreb country and a Sub-Saharan country)*

*Section 5: Asian countries: Japan, China and a Southeast Asian country*

**Bibliography**

*Recommended reading, available on Cyberlibris:*

- Fisher-Yoshida, Beth, Geller, Kathy D. (2012) *Communicating Across Cultural Differences: Transnational Leadership*. Amacom.
- Thomas D, (2016) *The multicultural Mind*. Berrett-Koehler Publishers.

# SALES AND NEGOTIATION TECHNIQUE

Code: SAL & NEG 301

Number of hours: 26

ECTS: 4

Coefficient: 2

## Objectives & skills

### Course objective:

- Master the nuts and bolts of selling and negotiating, so that students can sell and negotiate in all areas of professional life (customer, managerial and social relationships).

### Skills to be acquired:

- Master all stages of a sales appointment
- Know how to prepare for a sale or a negotiation
- Know how to close a deal and depart
- Know how to adapt your negotiating style to your interlocutor

### Summary:

Students learn to master the nuts and bolts of selling and negotiating, in order to use these mechanisms in their professional life. If sales negotiating is covered, it is so that they can better apply negotiating methods to other areas if the need arises.

## Teaching methodology and assessment

**Prerequisites:** Previously acquired knowledge of communication, self-image, marketing and HRM.

**Schedule:** 13 sessions, 2 hours each.

The classes must strike a balance between role-play and theory. It is important to include anecdotes of students' experiences during their internship and/or hands-on periods in order to correct methods that failed and highlight those that worked.

**Assessment:** 1 mid-term exam + a minimum of 2 tests - Subject included in the common final exam on: **Marketing**.

## Detailed outline

### **Part I: Introduction**

- What role does the sales department play in a hotel or restaurant?
- What connections does it have with the other departments?

*Section 1: Definitions of selling and negotiating – semantics*

*Section 2: Understanding the segmentation of tourist customers in hotels and restaurants*

- The various buyers
  - Travel agencies
  - Incoming agencies (wholesalers - DMCS)
  - Online tourism agencies (OTAs)
  - Companies
  - MICE agencies
  - Business introducers
- The various buying models, depending on the customer

*Section 3: Pricing*

- The various type of price and their invoicing models
- Commissions and additional price-related costs

*Section 4: Preparing to sell*

- Mindset
- Vocabulary guidelines: terms to use and avoid
- How to build your messaging

**Part II: The stages in a sales appointment**

*Section 1: Greeting in a hotel or restaurant*

- Greeting
- Eye contact, posture and behavioural skills
- Greeting on the telephone

*Section 2: Making contact/pitching*

*Section 3: Getting to know the customer*

- Analysing verbal and non-verbal communication
- Questioning techniques (open-ended, closed, mirror, alternative, etc.)
- Listening
- SONCAS method
- Rephrasing - validating

*Section 4: The proposition*

- Building a list of selling points
  - Making the most of your arguments
- CAP method (characteristics, advantages, evidence, benefits)
- Expressing objections
  - Different types of objection
- Dealing with objections
- Announcing the price (according to the situation)

### *Section 5: Closing a sale*

- Being clear, replying precisely
- Closing with an idea of commitment
- Departing

### *Section 6: Quick selling*

- Restaurant sales (at table)
- Additional sales

## **Part III: How to negotiate successfully**

Introduction: Negotiation objectives

### *Section 1: The negotiation*

- What it is
- What it isn't

### *Section 2: The two main types of negotiation: distributive and integrative*

- Collaborative and non-competitive
- Two main types of negotiation
  - Distributive
  - Integrative

### *Section 3: Advantages of a well-conducted negotiation*

- Fine-tune your objective
- Satisfy your needs
- Improve your relationships
- Transactional model

### *Section 4: The five keys to a successful negotiation*

- Prepare properly
- Set objectives and limits
- Communicate clearly
- Control your emotions
- Close the negotiation

## **Part IV: The five styles of negotiation**

### *Section 1: Assessing your negotiating style*

### *Section 2: Negotiating styles*

- Avoidance
- Conciliation
- Collaboration
- Compromise

- Competition

## Bibliography

*Recommended reading, available on Cyberlibris:*

- Combalbert L, Mery M, (2021) *Negotiator: the reference for all negotiations*. Dunod
- Golden-Romero P (2007) *Hotel Convention Sales, Services and operations*. Taylor & Francis.
- Tracy B, (2013) *Negotiation*. Amacom
- 50 Minutes.com (2015) *Closing a sale*, 50 Minutes

## COMMUNITY MANAGEMENT

Code: COM MGT 301	Number of hours: 13	ECTS: 1	Coefficient: 1
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### Objectives & skills

#### Course objectives:

- Understand the issues around social media for a company in the sector
- Become familiar with tools for implementing a social media communications strategy
- Acquire the rudiments of community management, which will be useful for addressing certain cases in the final oral defence

#### Skills to be acquired:

- Master the tools for setting a social-media strategy
- Master the use of social media
- Be able to set an editorial calendar for a company in the hotel and restaurant sector

**Summary:** This course must look at all the digital tools available for use by a hotel or restaurant. It must enable students to understand why social media is important for business activity and development. Lastly, it must enable them to become proficient in the tools for producing an editorial calendar for a company.

### Teaching methodology and assessment

**Prerequisites:** None.

**Schedule:** 13 sessions, 1 hour each.

The community management course must enable students to acquire the rudiments of managing social media for professional purposes.

**Assessment:** 1 mid-term exam + 1 home assignment. All the knowledge and skills taught on this course may be tested in the final oral defence.

### Detailed outline

#### **Part I: Introduction**

##### *Section 1: History of the web*

- Key terms in web and digital development
- Internet, key figures in web and e-commerce
- Digital: main transformations, issues/challenges

*Section 2: WEB 2.0 and 3.0, main social media and their specific features*

*Section 3: Community management, definition and missions*

*Section 4: Personal use of social media*

**Part II: Business and social media**

*Section 1: Using social media in the tourism and hotel sector*

- Professional use of social media as a sales tool
- Inbound and content marketing
- Risks and issues around social media

*Section 2: Impact of using digital in communication in the tourism and hotel sector*

- Transforming marketing through digital
- Data and digital: sales positioning
- Levers and customer strategies

**Part III: Strategy and tools for communicating on social media**

- Setting a social media strategy, and drawing up an editorial calendar
- Increasing productivity in social-media management: Feedly, CANVA, Hootsuite

**Part IV: Practical case studies in tourism, hotels and restaurants**

**Bibliography**

*Recommended reading, available on Cyberlibris:*

- Burgess J, (2017) *The SAGE handbook of social Media*. Ed 1 SAGE Publications

## EXPERT EXCEL

Code: EXP EXC 301	Number of hours: 13	ECTS: 1	Coefficient: 1
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### Objectives & skills

#### Course objectives:

- Become proficient in Excel
- Use the tool for professional purposes
- Use all of Excel's features

#### Skills to be acquired:

- Be able to use Excel for analysing data
- Be able to use Excel to an expert level

#### Summary:

This course must enable students to use Excel as a database, and to process information that is useful for making decisions in a professional context.

### Teaching methodology and assessment

**Prerequisites:** None.

**Schedule:** 13 sessions, 1 hour each.

**Assessment:** 1 mid-term exam + 1 home assignment to be delivered via Moodle - 1 final exam at the end of the school year. All knowledge and skills taught during the course are tested in the final exam.

### Detailed outline

#### **Part I: Excel as a database**

- Database functions in Excel
- The SUMIFS and COUNTIFS functions

#### **Part II: Pivot tables**

- Recap
- Application

**Part III: Target value**

- Obtaining a proposed solution according to a pre-set overall target and to constraints expressed as numbers

**Part IV: Excel**

- Automatically changing a calculated item according to a value imposed on the result

**Part V: Financial functions**

- Presentation of functions (PMT, FV, etc.)
- Amortisation schedules (declining and straight-line)
- Loan repayment

**Bibliography**

*Recommended reading, available on Cyberlibris:*

N/A

# ATL AND BTL MEDIA COMMUNICATIONS

Code: COM 301

Number of hours: 26

ECTS: 4

Coefficient: 2

## Objectives & skills

### Course objectives:

- Understand the various levers in a company's internal and external communications
- Implement communication tools on local and international markets
- Introduction to creating advertising

### Skills to be acquired:

- Master the nuts and bolts of promoting a company through communication
- Be able to devise a strategy for above- and below-the-line media communication

### Summary:

This course enables students to grasp the concept of promoting a company through communication. They will be introduced to communications strategy, and will study the above-the-line and below-the-line media tools used to promote a company. To properly understand this communications course, solid marketing knowledge is needed.

## Teaching methodology and assessment

**Prerequisites:** A good knowledge of marketing basics (cf. M1 and M2 marketing courses).

**Schedule:** 13 sessions, 2 hours each.

**Assessment:** 1 mid-term exam + a minimum of 2 tests. Subject included in the common final exam on: **Marketing**.

## Detailed outline

### **Part I: Corporate communication**

*Section 1: Name, brand, values*

*Section 2: Visual identity*

- Elements
- Characteristics
- Designing a visual identity and graphic guidelines

*Section 3: Communicating with promotional items*

- Goodies and promotional items
- Establishment-branded items

*Section 4: Measuring a company's image*

- Image audit
- Brand audit

**Part II: Media communications strategy**

*Section 1: The various tools*

*Section 2: Stages of strategy*

*Section 3: The various pull-push strategies*

*Section 4: The various media*

- Television (phone, web TV)
- Press (local, specialist, etc.)
- Radio
- Display (etc.)

*Section 5: Setting a communication budget*

*Section 6: Building a media plan*

**Part III: Below-the-line communication strategies**

*Section 1: Endorsement*

*Section 2: Public relations*

*Section 3: Fairs and exhibitions*

*Section 4: Sponsoring and philanthropy*

*Section 5: Sales promotion*

**Part IV: Digital communication**

*Section 1: Search engine listing*

- SEO
- SEM
- SEA

*Section 2: Buzz and viral marketing*

- How to generate buzz
- Online reputation

**Part V: Crisis communication**

- Objectives and challenges
- Tools and specific features
- Crisis communication content

## Bibliography

*Recommended reading, available on Cyberlibris:*

- Van Riels, Cees, Fombrun CJ (2007) *Essentials of Corporate Communication: implementing for effective reputation management*. Taylor & Francis
- Aydin H (2019) *Digital Marketing Applications*. Ed Peter Lang

# PROFESSIONAL ORAL COMMUNICATION

Code: PRO COM 301	Number of hours: 12	--	--
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## Objectives & skills

### Course objectives:

- Understand and use oral expression techniques
- Implement communication tools to serve effective professional oral communication
- Prepare for the final oral defence

### Skills to be acquired:

- Master oral communication tools
- Be able to communicate effectively and with conviction in professional situations

**Summary:** This course covers the basic principles of effective oral communication. Students will acquire public-speaking techniques to hold an audience's attention and avoid communication errors during a business presentation.

## Teaching methodology and assessment

**Prerequisites:** None.

**Schedule:** We advise running this course for small groups, by dividing the class into two and holding six two-hour sessions for each group, i.e. 24 teaching hours.

**Assessment:** The final oral defence at the end of the school year.

## Detailed outline

### *Introduction: Presentation of the final oral defence*

- Objectives
- Expected results

### *Part I: Public-speaking basics*

*Section 1:* Set your professional persona and manage your image

- Presenting yourself/feedback
- Identifying barriers (fears, etc.)

- The rules of good communication
- 10 techniques to improve your persona
- Making a good first impression

*Section 2: Managing yourself and your audience when speaking*

- Relational geography
- Interaction levers
- Understanding objections
- Active listening
- Positioning
- Assertiveness
- Self-affirmation models
- Articulating your opinion through constructive communication
- How to reduce your stress

***Part II: Preparation for the final oral defence***

*Section 1: Structuring your oral*

- Preparing for your oral
- The structure of your presentation

*Section 2: Managing your relationship with the judges*

- Stance
- Listening
- Handling replies to questions
- Presenting your solutions with conviction
- Making your replies relevant by illustrating your remarks

*Section 3: Training for the final oral defence*

- Practice with various scenarios

**Bibliography**

*Recommended reading, available on Cyberlibris:*

- 50Minutes.com (2015) *Persuasive Public Speaking: simple to win over any audience. 50 Minutes.*

## WINES, BEERS, SPIRITS

Code: WBS 302	Number of hours: 13	ECTS: 2	Coefficient: 1
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### Objectives & skills

#### Course objective:

- Be introduced to the marketing and commercialisation of wines and spirits

#### Skills to be acquired:

- Know about the distribution channels and strategies in the wines and spirits sector
- Know how to develop a strategy for selling wines and spirits in restaurants
- Know how to use digital communication resources to sell wines and spirits

#### Summary:

Having acquired a basic knowledge of oenology and the wines of the world, students explore the issues around marketing wine. This course, which strongly complements the courses on marketing and on wines of the world, gives students the skills to build a wine list in a restaurant and devise a strategy for selling wines and spirits.

### Teaching methodology and assessment

**Prerequisites:** A good basic knowledge of wines.

**Schedule:** 13 sessions, 1 hour each.

The classes must be taught in the form of practical activities around two cases:  
- devising a strategy to sell wines and spirits in the domestic and export markets  
- building a wine list and a bar list tailored to an establishment.

#### Assessment:

1 mid-term exam + a minimum of 2 tests. Subject included in the common final exam on: **Marketing**.

### Detailed outline

#### **Part I: The wines and spirits sector**

*Section 1: Jobs in the wines and spirits sector*

- The various actors
- Advantages and drawbacks of the various jobs
- Cultural impact

*Section 2: Distribution channels and strategies*

- In France
- In Europe
- In the rest of the world

*Section 3: Generating value from wine and spirit lists*

- Pricing method
- Producing margins
- Growing sales

**Part II: Marketing wines, beers and spirits**

*Section 1: Selling to restaurateurs*

- Sales executives' selling mechanisms

*Section 2: Selling to restaurant diners*

- Selling mechanisms for restaurateurs and hoteliers

*Section 3: Selling wines and spirits via e-commerce globally*

- Tools
- Compliance with legislation

*Section 4: How to communicate on wines, beers and spirits*

- Understanding each country's statutory requirements
- Understanding each country's cultural imperatives

*Section 5: The wine list*

- Building a list
  - How to bring it to life, and tailor it to a type of establishment

*Section 6: The spirits list*

- Types of spirits
  - Whiskies, Cognac, Armagnac...
- Craft spirits
- Mixology
- Designing a list
  - How to bring it to life, and tailor it to the type of establishment

*Section 7: Beer as a global alcoholic drink*

- Types of beer
- Presence in most countries (examples of local and global beers)

- Local breweries

## Bibliography

*Recommended reading, available on Cyberlibris:*

- Small RW (2011) *Beverage Basics; Understanding and appreciating Win, beer, and spirits.* John Wiley & Sons.
- Katsigris C, Thomas C (2012). *The bar and beverage Book.* Ed 5 John Wiley & Sons.
- Capitello R Maehle N (2020) *Case studies in the beer industry.* Elsevier Science.

# GEOPOLITICS

Code: GEOP 301

Number of hours: 13

ECTS: 2

Coefficient: 1

## Objectives & Skills

### Course objective:

- Acquire knowledge and cultivate a curiosity about global politics.

### Skills to be acquired:

- Familiarise oneself with geopolitical drivers in today's world
- Acquire a sharper ability to think critically about international affairs and the risks faced by yourself and the company you work for

### Summary:

This course introduces Vatel students to global political issues. They approach geopolitics as a source of general knowledge, but also as an important risk-measurement tool for the establishments they will work in, as well as for their international career.

## Teaching methodology and assessment

**Prerequisites:** A good basic knowledge of the global tourism economy.

**Schedule:** 13 sessions, 1 hour each.

The sessions must stimulate debate and be based on current affairs. The problems raised must always be related to a hotel or professional issue related to students' international career plans. Academic debates on international relations as concepts should be avoided.

### Assessment:

1 mid-term exam + 1 test. Subject included in the common final exam on: **Tourist economy**.

## Detailed outline

### **Part I: Introduction**

#### *Section 1: Definitions*

- What is geopolitics?

- Role of nations
- Role of NGOs
- Role of inter-governmental organisations (UN, G7, G20, etc.)

*Section 2: The world today*

- Current cases of political-economic equilibrium and instability
  - The great powers: USA, China
  - Russia today
  - Europe's place in the world
  - Emerging powers (India, Pakistan)

*Section 3: Geopolitical risks: consequences for the hospitality industry?*

- Hotel groups present in "at risk" countries
  - Why they are established there
  - Why they stay there
- "One man's meat is another man's poison": how a destination affected by geopolitical risk benefits another

***Part II: Contemporary geopolitical issues***

*Section 1: Terrorism and piracy*

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

- Issues
  - Water: the new oil?
  - Towards the end of oil: new energies and new relationships in the world
- Economic development and environmental protection
- The rise in inequality

*Section 3: Cyber warfare (wars today and in the future)*

*Section 4: Nuclear*

*Section 5: Migrations*

*Section 6: Space wars*

*Section 7: Enduring conflicts*

- Middle East
- Russia and its neighbours
- India and Pakistan

**Bibliography**

*Recommended reading, available on Cyberlibris:*

- Bratton W, (2021) *China's Rise, Asia's Decline: Asia's difficult outlook under China's shadow*. Marshall Cavendish Editions.
- Borges De Lima I, (2015) *Rare Earths Industry*. Elsevier Science
- Ribeiro L (2015) *Social, Political and cultural Challenges of the BRICKS*, Langaa RPCIG

*Recommended videos:*

- Thematic programmes on geopolitics (in French): "[Les dessous des cartes](#)" Arte.

# TOURISM AND TRAVEL

Code: TOUR & T 302

Number of hours: 26

ECTS: 4

Coefficient: 2

## Objectives & skills

### Course objective:

- Acquire in-depth knowledge of the entire tourism sector and current trends.

### Skills to be acquired:

- Understand the tourism sector and how it operates
- Familiarise oneself with current tourism trends

### Summary:

Students will deepen their knowledge of tourism by covering the various forms of tourism today. They will learn to highlight today's tourism trends. They will gain an awareness of the extent and diversity of the tourism sector, as well as of how the various actors are connected.

## Teaching methodology and assessment

### Prerequisites:

A good basic knowledge of geography, geopolitics and the tourism economy.

**Schedule:** 13 sessions, 2 hours each.

### Assessment:

1 mid-term exam + a minimum of 2 tests. Subject included in the common final exam on: **Tourism economy**. The knowledge and skills acquired through the tourism syllabus will be assessed in the final exam.

## Detailed outline

### **Part I: Introduction**

#### *Section 1: Tourism actors*

- Service providers
- Producers
- Distributors

### *Section 2: The tourism sector*

- Big groups
- Relations between actors
- Disintermediation

## **Part II: Current tourism trends**

### *Section 1: Business tourism*

- Scope
- Issues
- Outlook
- Types of location
- Top business-tourism destinations worldwide

### *Section 2: Cultural tourism*

- Connection between tourism and culture
- Components of cultural tourism
- Cultural-tourism actors
- Top cultural-tourism destinations
- Heritage protection around the world
- In Europe, the exponential growth of city breaks
  - Definition
  - Why such growth?
  - Destinations

### *Section 3: Niche tourism*

- Adventure and sports tourism
  - Definition
  - Destinations
  - Tourists
- Religious tourism
  - Definition
  - Destinations
  - Operators
  - Tourists
- Bespoke travel
- Immersive travel
- Wellness travel
- Transformational travel (volunteering, cultural exploration)

### *Section 4: Entertainment tourism*

- Amusement parks worldwide
  - Definition
  - Destinations

- Operators
- Tourists
- Casinos
  - Definition
  - Destinations
  - Operators
  - Tourists
- Leisure parks in France and abroad: Puy du Fou, Disney Land, Futuroscope, etc.
- Wildlife and theme parks: Thoiry, Astérix, etc.

*Section 5: Sustainable tourism*

- From coastal and mountain tourism, which are not eco-friendly, to today's sustainable tourism
- The eco-lodge fashion
- The greenwashing phenomenon

## Bibliography

The classes must be based on articles from specialist-press articles on tourism and current affairs. Surveys (by UNWTO, etc.) on the themes covered may help shed light on current developments.

*Recommended reading, available on Cyberlibris:*

- Yazicioglu I, (2021) *Tourism and hospitality Studies*, Peter Lang
- Dogor Di Nuzzi B, (2013) *The art of welcoming*, EMS editions.

## EXPERTISE WEEK

Code: EXP  
WEEK

Number of hours: 30

ECTS: 4

### Objectives & skills

#### Programme objective:

- Enable students to deepen their knowledge of a theme in the hotel and restaurant sector.

#### Skills to be acquired:

- Understand the issues and challenges of your selected area of expertise
- Master the technical tools in your selected area
- Be able to manage a project in your selected area
- Be able to display creativity in your selected area

#### Summary:

Students will use all the basic cross-disciplinary skills acquired during their first two years, and deepen their knowledge of their selected area.

They will become proficient in the tools needed to carry out a project in this area.

### Teaching methodology and assessment

**Prerequisites:** Have an appetite for the selected area of expertise.

**Schedule:** The expertise week must run **continuously** through a single week.

Students devote the whole week to the **selected theme**. The teacher will design the programme around a **first-hand experience** and **project to be successfully carried out** by a group or pair, while also covering the theoretical side of the selected option. The expertise week must not be run as a lecture; it must **revolve around a project** proposed by the **students** or **teacher**, and incorporate theoretical concepts (content and tools) and/or technical concepts as the project progresses. The teacher also acts as a “resource person” to help move the project forward.

**Assessment:--**

#### Themes on offer:

1. Entrepreneurship
2. Sustainable-development challenges for the tourism and hotel & restaurant sectors

### 3. Sales and events

<b>ENTREPRENEURSHIP</b>		
Code: EXP WEEK	Number of hours: 30	ECTS: 4

#### **Objectives & skills**

##### **Programme objective:**

- Give students the tools to be able to research a business creation project in the sector.

##### **Skills to be acquired:**

- Become proficient in entrepreneurship tools
- Understand the entrepreneurial approach
- Acquire knowledge of the entrepreneurial ecosystem

**Summary:** Students will use all the basic cross-disciplinary skills acquired during their first two years, and explore the theme of entrepreneurship in greater depth.

They will become familiar with the tools needed to carry out an entrepreneurial project.

#### **Teaching methodology and assessment**

**Prerequisites:** Have an appetite for entrepreneurship.

**Schedule:** The students will devote the whole week to the theme of entrepreneurship. The teacher will design the week around a topic proposed by the students, and introduce theoretical and technical concepts as the project moves forward.

##### **Assessment:**

#### **Detailed outline**

1. Creativity and innovation: a mindset
  - Tools
  - Defining innovation
  - Examples of hotel-sector innovation
2. Creative approach and tools
  - Business Model Canvas

## Effectuation

### The conventional Business Plan approach

3. Market, opportunities and threats
  - Objectives of a market survey
  - Exploiting the findings
4. The customer experience
  - Customers' expectations
  - Example of customer experience in the hotel sector
5. Business model
  - The various business models
  - Business models applicable to hotels and restaurants
  - New business models
6. Sources of business start-up finance
  - Public
  - Private
7. Legal environment
  - Choice of legal entity and consequences
  - Business owner's responsibility
8. Financial forecasts in the business's first three years
  - Income statement
  - Balance sheet
  - Liquidity plan
  - Start-up financial plan
9. Business plan / Reverse scheduling
  - Business plan philosophy
  - Writing a business plan
  - Reverse-scheduling the project

## Bibliography

### *Recommended reading, available on Cyberlibris:*

- 50 Minutes.com (2015) *Business Plan check list: plan your way to business success*, 50 Minutes
- 50 Minutes.com (2015) *The business Model Canvas*, 50 Minutes
- Sherman AJ, (2014) *The six secret of Raising Capital*, Berrett-Koehler Publishers.
- Bryder K, Malmborg-Hager A, Söderling E (2016) *Virtual Business Models*, Elsevier Science

# THE IMPACT OF SUSTAINABLE DEVELOPMENT ON TOURISM AND THE HOTEL SECTOR

Code: EXP  
WEEK

Number of hours: 30

ECTS: 4

## Objectives & skills

### Programme objective:

- Enable students to understand the impact of a sustainable development approach in a project involving the hotel and restaurant sector.

### Skills to be acquired:

- Be able to identify the sustainable development-related issues/challenges a business faces
- Acquire the techniques and tools for analysing the local impact of sustainable development

### Summary:

Students will use all the basic cross-disciplinary skills acquired during their first two years, and explore the theme of sustainable development in greater depth.

## Teaching methodology and assessment

**Prerequisites:** Have an appetite for the chosen area of expertise.

**Schedule:** Students will devote the whole week to the theme of sustainable development. The teacher will design the week around a first-hand experience and a project to be carried out by groups or pairs while covering the theoretical part. The teacher should guide the students' thinking.

### Assessment:

## Detailed outline

1. Introduction: Sustainable development: fashion or core societal trend?
2. Macro-economic influences of sustainable development
  - a. Urban-planning policies (municipality, multi-municipal authority, department (county), region) / local urban planning scheme (PLU) / territorial coherence scheme (SCOT)

- b. Regional tourism boards' tourism plans / National federation of tourist offices
- 3. Micro-economic influences
  - a. Suppliers' role
  - b. Financing parties' role
  - c. Employees' role
- 4. Customers' requirements
  - a. Tour operators and specifiers
  - b. Business customers
  - c. Individual customers
- 5. Eco-labels: overview and commercial impacts
  - a. For hotels
  - b. For other accommodation providers
  - c. For tourism companies
- 5. Executing a label-earning programme in a sector establishment
  - a. Human resources
  - b. Financial resources

## Bibliography

*Recommended reading, available on Cyberlibris:*

- Epstein MJ Rejc Buhovac A (2014) *Making sustainability work*. Berrett-Koehler Publishers

# SALES AND EVENTS

Code: EXP  
WEEK

Number of hours: 30

ECTS: 4

## Objectives & skills

### Programme objective:

- Enable students to understand how the events sector operates and the issues/challenges it faces

### Skills to be acquired:

- Be able to identify the issues/challenges an event project faces
- Be proficient in event management

### Summary:

Students will use all the basic cross-disciplinary skills acquired during their first two years, and learn to design and manage an event.

## Teaching methodology and assessment

**Prerequisites:** Have an appetite for sales and events.

**Schedule:** Students will devote the whole week to the theme of sales and events. The teacher will design the week around a first-hand experience and a project to be carried out by groups or pairs while covering the theoretical part.

### Assessment:

## Detailed outline

1. The duties of a sales executive in a hotel/restaurant
2. Competitive environment
  - a. Direct and indirect competition
  - b. Specific knowledge of competitors' products and services
3. Designing an offering

- a. Satisfying a customer's request
  - b. The role of customer adviser
  - c. Drawing up a quotation with options
  - d. Staying in touch with the customer
  - e. Having the customer sign the quotation
  - f. Invoicing the service and sending the invoice
  - g. Monitoring receipt of payment
  - h. Chasing payment
  - i. Reporting with figures (statistics, targets)
4. Sales prospecting
- a. Prospection plan
  - b. Choosing prospection tools
  - c. Prospection targets
5. Managing event projects
- Designing an event
- Event planning / production
- Human management (contractors, volunteers, employees)
    - Coordinating the various departments
    - Briefing the teams
  - Logistics management (equipment, scheduling, etc.)
    - Creating a rooming list
    - Contacting external contractors
    - Checking the venue in advance (equipment, space, layout, etc.)
  - Administrative management
    - Quoting / invoicing
    - VAT rates
- Event communication
- Digital communication for the event
- Coordinating and managing the project
6. The customer experience at an event
- Review / debrief
- Analysing service quality
- Pinpointing areas of improvement
- Requesting customer feedback
7. Media relations management around an event

## Bibliography

*Recommended reading, available on Cyberlibris:*

- Silver J R (2012) *Professional Event Coordination*. Ed2. John Wiley & Sons.

- Taylor D (2001) *Hospitality Sales and Promotion: Strategies for success* Taylor & Francis.

<b>FOREIGN LANGUAGE 1</b>			
Code: LAN 303	Number of hours: 52	ECTS: 6	Coefficient: 3

### Objectives & skills

**Course objectives:**

- Expand your professional vocabulary
- Be able to run teams in a foreign language

**Skills to be acquired:**

- Proficiency in management-related vocabulary
- Proficiency in marketing vocabulary
- Proficiency in the vocabulary of the business press

**Summary:**

Students become familiar with the vocabulary needed to manage teams and for marketing. They must be able to run a meeting in the relevant foreign language and impose their leadership on small teams who speak this language.

### Teaching methodology and assessment

**Prerequisites:** Level B1 is essential.

**Schedule:** 13 sessions, 4 hours each.

Classes must be interactive, with oral and written activities allocated equal time.

The first classes must focus on experience feedback from the second-year international internship and, if relevant, the Marco Polo year. The teacher must also ensure that students are fully proficient in the themes covered in the previous two years. If necessary, revision should be included.

**Assessment:**

1 mid-term exam + a minimum of 1 test. Final exam at the end of the school year, and an oral-proficiency assessment during the final oral defence. Oral “flash” tests. All the knowledge and skills taught during the training are to be assessed in the final exam.

## Detailed outline

### **Part I: Managing in a foreign language**

#### *Section 1: Meetings in a foreign language*

- How to run a meeting
- Conducting a discussion and a debate during a department meeting
- How to present arguments and convince people

#### *Section 2: Managing*

- How to give orders
- How to assess / correct / punish
- Imposing your leadership
- Comprising

#### *Section 3: Motivating*

- Team building
- Training
- Encouraging

#### *Section 4: Negotiating*

- *Negotiation techniques*

### **Part II: Marketing in a foreign language**

#### *Section 1: Marketing principles*

- SWOT analysis
- Marketing mix
- Devising a marketing plan

#### *Section 2: Taking products and services to market*

- Creating a brochure
- Analysing advertisements
- Analysing hotel websites in a foreign language

#### *Section 3: How to manage customer satisfaction*

- Designing satisfaction questionnaires
- How to reply to dissatisfied customers orally and in writing

### **Part III: Trade press**

#### *Section 1: Reading the English-language business and trade press*

- Discovering newspapers and magazines
- Key words
- Phrases / expressions used

*Section 2: Debate on press articles*

- How the news is covered
- Comparison with the local trade press

**Bibliography**

The classes must be illustrated by real-life documents (newspapers, trade publications, job offers, etc.), which the students will work on. However, they are strongly advised to buy a grammar book and a business glossary in the language being studied.

## FOREIGN LANGUAGE 2

Code: LAN 303

Number of hours: 26

ECTS: 4

Coefficient: 2

### Objectives & skills

#### Course objectives:

- Expand your professional vocabulary
- Be able to run teams in a foreign language

#### Skills to be acquired:

- Proficiency in management vocabulary
- Proficiency in marketing vocabulary

#### Summary:

Students become familiar with the vocabulary needed to manage teams and for marketing. They must be able to run a meeting in the relevant foreign language and impose their leadership on small teams who speak this language.

### Teaching methodology and assessment

**Prerequisites:** Level B1 is essential.

**Schedule:** 13 sessions, 2 hours each. If any groups are small, the number of sessions may be reduced.

Classes must be interactive, with oral and written activities allocated equal time.

The first classes must focus on experience feedback from the second-year international internship and, if relevant, the Marco Polo year. The teacher must also ensure that students are fully proficient in the themes covered in the previous two years. If necessary, revision should be included.

**Assessment:** a mid-term oral exam, and an end-of-year oral exam. All the knowledge and skills taught during the training are to be assessed in the final exam.

### Detailed outline

#### Part I: Managing

##### Section 1: Meetings

- How to run a meeting
- Conducting a discussion and a debate during a department meeting

- How to present arguments and convince people

#### *Section 2: Managing*

- How to give orders
- How to assess / correct / punish
- Imposing your leadership
- Compromising

#### *Section 3: Motivating*

- Team building
- Training
- Encouraging

#### *Section 4: Negotiating*

- Negotiating techniques

### **Part II: Marketing**

#### *Section 1: Marketing principles*

- SWOT analysis
- Marketing mix
- Devising a marketing plan

#### *Section 2: How to market products and services*

- Creating a brochure
- Analysing advertisements
- Analysing hotel websites in the relevant language

#### *Section 3: How to manage customer satisfaction*

- Designing satisfaction questionnaires
- How to reply to dissatisfied customers orally and in writing

### **Bibliography**

The classes must be illustrated by real-life documents (newspapers, trade publications, job offers, etc.), which the students will work on. However, they are strongly advised to buy a grammar book and a business glossary in the language being studied.

## ROUND TABLES

Code: RT 304

Number of hours: 6

ECTS--

Coefficient--

### Objectives & skills

#### Course objective:

- Understand the issue of innovation in the hotel, restaurant and tourism sectors

#### Skills to be acquired:

- Know about and understand innovation in the hotel, restaurant and tourism sectors
- Be able to analyse innovative concepts in these sectors

#### Summary:

Students will have to speak during the three round tables described below. They must talk about their experiences and do their own research to feed into discussions on the set themes.

**Schedule:** 3 round tables, 2 hours each. To be spread evenly over the year.

**Assessment:** home assignment for each round table.

### Detailed outline

#### Round table 1: innovation in the restaurant sector:

##### Objectives:

Enable the students to discuss their experiences (Marco Polo, foreign internship, hands-on experience, etc.).

Enable the students to analyse innovation in the sector.

##### Content:

The proposed list of concepts is not exhaustive and may be supplemented by other examples in the same vein.

##### ***Part I: Examples of innovation in France's restaurant sector***

###### *Section 1: New concepts*

- *Food and retail (e.g. a bakery where you can eat)*
- *Village concepts (cité de la gastronomie, etc.)*

###### *Section 2: Service ideas in the restaurant sector*

- *Delivery*
- *Click-and-collect platforms*
- *Private chef, etc.*

*Section 3: New culinary trends in France*

- *Hipster Asia (Korean, Chinese or Thai cuisine)*
- *Pacific poke bowl*
- *Carnivore*
- *Fusion*
- *Gluten free, meat free, etc.*

**Part II: Examples of innovation in restaurants abroad**

The proposed list of concepts is not exhaustive and may be supplemented by other examples in the same vein.

*Section 1: Personalised eating: when the customer chooses their ingredients*

*Section 2: Decor dining (restaurants where you can buy the furniture, etc.)*

*Section 3: "Regressive" (childhood foods)*

*Section 4: XXL Food Hall (customers choose from stands what they want to eat, then sit down in a huge space)*

*Section 5: Millennials: eating quality meat while standing up*

*Section 6: Robot coffee: made by a self-service robot*

**Part III: Analysis of successes and failures**

*Students must look for concepts in the trade or consumer press in order to analyse them and identify the factors that caused these concepts to succeed or fail.*

**Round table 2: Innovation in the hotel sector**

Objectives:

Enable students to discuss their experiences (Marco Polo, foreign internship, etc.)

Enable students to understand innovation in the hotel sector, and to analyse why new ideas succeed or fail.

Content:

**Part I: Innovation in the hotel sector in France and worldwide**

The proposed list of concepts is not exhaustive and may be supplemented by other examples in the same vein.

*Section 1: eco-designed hotels*

*Section 2: concept hotels (e.g. design from around the world)*

*Section 3: outdoor hotels*

*Section 4: offbeat hotels (bubbles, treehouse, themed, etc.)*

**Part II: Analysis of successes and failures**

*Students must look for concepts in the trade or consumer press in order to analyse them and identify the factors that caused these concepts to succeed or fail.*

## Round table 3: Innovation in the tourism sector

### Objectives:

Enable students to discuss their experiences in France and around the world.

Enable students to analyse evolutions and innovation in the tourism sector.

### Content:

#### ***Part I: Innovation in the tourism sector in France and worldwide***

The proposed list of concepts is not exhaustive and may be supplemented by other examples in the same vein.

*Section 1: Experiential tourism*

*Section 2: Sustainable tourism*

*Section 3: Culinary tourism*

#### ***Part II: Analysis of successes and failures***

*Students must look for concepts in the trade or consumer press in order to analyse them and identify the factors that caused these concepts to succeed or fail.*

### **Bibliography**

*Recommended reading, available on Cyberlibris:*

- Baraban R S, Durocher JF (2010) *Successful Restaurant Design*, John Wiley & Sons
- Civitello L (2011) *Cuisine and culture: a history of food and people* Ed 3 John Wiley & Sons.
- Gibson M (2020) *Food and Society*. Elsevier Science

## HANDS-ON EXPERIENCE

Code: EXP 304	7 weeks' practical activity	ECTS: 6	Coefficient: 3
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### Objectives & skills

#### Introduction:

Vatel students follow a programme in which professional practice takes up half of the course. During periods of practical learning, they hold posts in training facilities – hotels, restaurants, brasseries, etc. – or with industry partners if the school has no such facilities.

#### Objective of practice:

- The periods of hands-on experience must enable students to check their theoretical learning in a real working situation.

#### Skills to be acquired:

- Master the basics of operational management
- Discover and understand new services
- Be able to organise an event

**Summary:** Students alternate between theoretical and hands-on learning. During the hands-on periods, they hold new posts in new departments such as: sales, restaurant inspection, accounting, personnel, etc. Their role may also involve having to organise an event, banquet or conference.

### Teaching methodology and assessment

**Prerequisites:** None.

**Schedule:** Over seven weeks, students alternate between periods of theoretical learning and of hands-on learning. The tempo can be tailored to suit the campus training facility or the partner host facility. The hands-on experience takes place in the same conditions as in the second year.

During this final year, students are given greater levels of responsibility, supervision and management vis-à-vis their fellow students.

**Assessment:** The course managers assess each student in a one-on-one interview at the end of each week. The assessment forms are available from school management.

## E-LEARNING

Code: E-L 304

Self-sufficient online training

### Objectives & skills

#### Introduction:

Vatel students follow a programme of which half is hands-on professional practice.

The e-learning modules are provided for students on the Moodle online platform, and supplement the experience acquired during the hands-on weeks.

#### Objective of e-learning:

- Consolidate the knowledge acquired during the hands-on experience, through a self-directed theoretical approach.

#### Skills to be acquired:

- Understand and experience the various posts and situations in the hospitality sector.
- Understand the challenges of posts in contact with customers across the field of hospitality management.

#### Summary:

Students have training modules to follow during the periods of hands-on experience. The practice managers must devote part of the debriefing time to recap the themes covered in the modules and illustrate them using on-the-ground examples.

### Teaching methodology and assessment

**Prerequisites:** None.

**Schedule:** Students must log on and follow the modules during their hands-on experience weeks. They must be able to connect their daily practical activity with the theoretical inputs of their online sessions: the e-learning modules are assessed by quizzes.

# Assessments – Final Exam

An overall average of 10/20 is required to obtain the degree.

## I – WRITTEN EXAMS (final exam)

- Finance (3 hrs) coef 5
- Marketing (3 hrs) coef 5
- Management and intercultural management (3 hrs) coef 5
- Tourism economy (2 hrs) coef 3
- Computing (2 hrs) coef 2
- English (2 hrs) coef 2

## II - LANGUAGE EXAMS

- Foreign language 2: average of the orals (10 minutes) in the mid-term exam and final exam coef 2

## III – ASSESSMENT OF PROFESSIONAL SKILLS

**ANY MARK OR AVERAGE BELOW 7/20 SHALL RESULT IN AN OVERALL FAIL**

- First-year internship (professional assessment) - coef 2
- Second-year internship (professional assessment)- coef 5
- Second-year practical applications (average of the two periods - coef 4)
- Third-year practical applications (average of the two periods - coef 4)
- Final oral defence - coef 4