



PARIS LONDON BERLIN MADRID TORINO BUSINESS SCHOOL



ADVANCED
**MASTER IN HOSPITALITY
& TOURISM MANAGEMENT**

OBJECTIVES

The hospitality and tourism industry offers a large range of businesses. These companies are calling on highly educated and open-minded talents to bring in new visions, insights and expertises to achieve excellence in different business and cultural environments.

The ESCP Europe Advanced Master in Hospitality and Tourism Management is designed to provide mid-level managers with strong knowledge of management concepts and tools as well as an in-depth understanding of current operating keys and future challenges of this unique, dynamic and diverse industry.

The programme is designed to reach three main goals:

-To provide sound management knowledge and tools from a top tier business school: The programme offers comprehensive training in the major fields of management, introducing state of the art theory, concepts and real life business practices. Our unique approach to management teaching promotes numerous exchanges between professors and participants. Through the 2-week seminar delivered at Cornell School of Hotel Administration, participants have the opportunity to choose a concentration field to explore in-depth.

-To enrich strategic and operational insights of the hospitality and tourism world: Dynamic learning formats such as case study discussions, presentations, business games and team-based projects enable participants to reinforce their strategic approach to the industry. They also have the opportunity to meet and exchange with high-level industry leaders and experts, visit innovative companies and cutting edge facilities, and to undertake a group consultancy project providing solutions to real strategic and managerial issues. The programme provides a unique chance to build a large and international professional network inside and outside the hospitality and tourism world.

-To train participants to act and manage in a global and multicultural environment: Successful management in the hospitality and tourism industry lie in dialogue, open-mindedness and teamwork. The programme brings together participants from diverse national and cultural backgrounds who exchange and study together during classes. Participants discover different business contexts as courses are delivered in two ESCP Europe locations (Madrid and Paris) and in the USA at Cornell University in Ithaca, New York.

Throughout the curriculum, strong emphasis is put on today and tomorrow's challenging topics for the hotel and tourism industry as IT innovation, responsible and sustainable development and diversity management.

THE CURRICULUM



Core modules

STRATEGIC MANAGEMENT
MARKETING MANAGEMENT
FINANCE AND ASSET MANAGEMENT
MANAGERIAL SKILLS AND LEADERSHIP
OPERATIONS AND INFORMATION MANAGEMENT
MANAGING PEOPLE AND ORGANISATIONS
ENTREPRENEURSHIP AND NEW VENTURE PROJECTS



Concentration modules and courses

-Financial Management of Hotels
-Advanced Hospitality Marketing
-Advanced Hospitality Operations
-Real Estate, Development and Hotel
-Revenue Management

MADRID

PARIS

CORNELL

January/ April

May/June

June/July



**PRESENTATION of the
Consultancy Project**

September

STRATEGIC MANAGEMENT: Concepts and tools to formulate and implement strategy with a special focus on sustainable development, international strategic dimension of hotel and tourism management and corporate social responsibility is developed as well.

MARKETING MANAGEMENT: Marketing issues for a service industry with key topics such as customer care, loyalty and quality management. Specific seminars will be dedicated to branding and communication, yield management and distribution channels. New trends will be also examined in this module.

FINANCE AND ASSET MANAGEMENT: A set of tools and analytical frameworks to assess the managerial and strategic implications of financial decisions, as well as the basic techniques of accounting and the construction of key financial statements, with a special focus on real estate and asset management.

MANAGERIAL SKILLS AND LEADERSHIP: Participants will develop their skills in communication, team-building, negotiation and diversity awareness. Strong emphasis will be put on leadership in international environments.

OPERATIONS AND INFORMATION MANAGEMENT: Management of resources and processes required for delivering high quality services. A business game will enable participants to better understand the numerous interdependencies in managing a hotel and tourism related facilities

MANAGING PEOPLE AND ORGANISATIONS: Main HR issues such as recruiting, remuneration, career development and health and safety regulations will be explored.

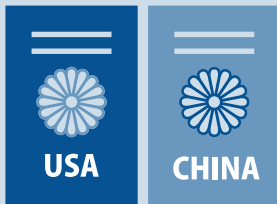
ENTREPRENEURSHIP AND NEW VENTURE PROJECTS: Participants will study and practice the Entrepreneurial Toolbox and improve their abilities to develop successful business plans.



**Make of quality
your standard**



**People are the
key assets**



**Be aware of
multiculturalism**



**Get the best of
the new IT's**

CORNELL UNIVERSITY SCHOOL OF HOTEL ADMINISTRATION PROFESSIONAL DEVELOPMENT PROGRAM



Cornell University
School of Hotel
Administration

Since 1928, thousands of hospitality managers from around the world have sought to gain a business edge by participating in Cornell's Professional Development Program (PDP).

60 full-time faculty members, recognized as experts in their chosen disciplines, are dedicated to teaching, research and service. Courses in the Cornell Professional Development Program take place in classrooms at Cornell University in Ithaca, NY, USA.

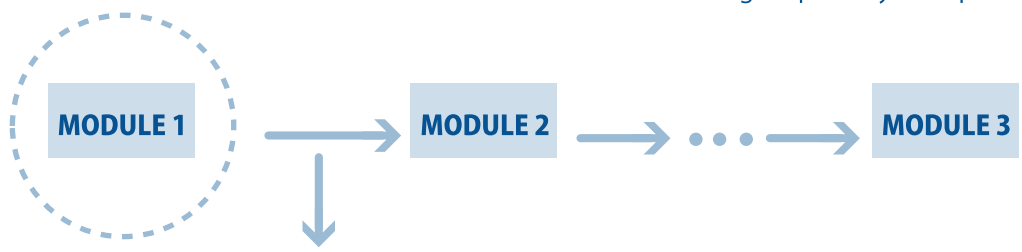
Hospitality Management faculty members explore critical trends producing research that shapes the industry's strategic, managerial and operating practices. This research comes alive in the classroom, giving students attending courses at the Cornell University School of Hotel Administration a competitive edge in their future career.

The curriculum is further strengthened through the close bonds maintained with industry leaders.

Each year hundreds of hospitality executives and entrepreneurs also visit the school to share their wisdom, insight and experiences.

PROGRAMME FORMAT

The programme consists of **twenty 4-day sessions spread over 6 months** combining in-class courses, individual and group study and professional development activities.



On-line pre-requisite courses are designed to enhance participants learning experience and to build a common platform for in-class teaching. The concepts and tools covered are reviewed and applied throughout the programme.

| MONDAY | TUESDAY | WEDNESDAY | THURSDAY |
|----------------------------|----------------------------|------------------|------------------|
| PDA | In Class Courses | In Class Courses | In Class Courses |
| Individual and Group study | Individual and Group study | PDA | |



PROFESSIONAL DEVELOPMENT ACTIVITIES

-International Consultancy Project: Participants work on real-life strategic issues and put the concepts and tools they have acquired throughout the sessions into practice in a collaborative, multi-disciplinary and intercultural experience.

-Guest speakers' lectures: Leading professionals of the hospitality and tourism industry (CEOs, entrepreneurs, consultants...) or internationally recognized experts of industry related fields will share their vision and understanding of the industry's current and future trends.

-Company visits: to experience different cultural environments and interact with people from diverse backgrounds. This helps participants to "think out of the box" and to develop a real momentum for creative visions and projects.

-Career Workshops: Workshops are designed to support participants with their career development, providing tools to clarify their professional profile and ambitions. Each participant is required to fill up his "logbook" after each session to formalise professional learning outputs and to encourage reflection on the different learning experiences.

Admission requirements

To be eligible

- You must have completed your higher education to a level equivalent to a University Bachelor's degree. In certain cases, the selection committee will accept candidates who do not have these qualifications, but who hold a high-level position. We encourage you to get in touch with our Admissions Team who can advise as to the suitability of your application.

- As all participants are required to attend courses and submit coursework in English, an English test is required for all non-native English speakers. Waivers are only given to candidates who have either worked or studied for over 2 years in an English speaking country. We require the following minimum scores on the tests: TOEFL written test: 600; TOEFL IBT: 105; TOEFL computer-based: 250; IELTS: 7. Candidates without any language qualification certificates can be tested at our campuses the same day of the interview.

Admission process

Candidates who are interested in the Advanced Master in Hospitality and Tourism Management can only apply once per academic year and are required to complete the following steps: Complete the online application form and send the required documents to the Admissions Office at the Madrid campus.

Applicants whose applications are accepted will be invited to a personal interview, which plays an essential role in assessing candidate's abilities and motivation for programme.

Programme costs

There is an application fee of €150 for all applicants. Tuition for this programme is €23,000 net of tax.

Excellent applicants on the strength and quality of their application can obtain scholarships partially covering programme fees.

Tuition fees include:

Sessions and all books, materials and online modules for courses.



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