MHA Programme
Master in Hospitality Administration
YOUR AMBITION

First scenario: career climber

You see a Master’s degree as the key to moving up the ladder in your current hospitality career. Increasing your managerial know-how and mastering advanced analytical tools and techniques will enable you to take on greater responsibilities and progress more quickly toward a senior management position in the hospitality industry.

Second scenario: career switcher

You are working in a different sector and are interested in switching into hospitality as a completely new area of professional activity. For you, a Master’s degree will facilitate this change. Your previous knowledge and experience will be combined with the specialised focus on hospitality we provide at EHL. We will help you develop a new, unusual combination of skills which will open up interesting job opportunities in this rapidly changing industry.

Career switchers include bankers, lawyers, political scientists, artists, architects and computer experts. Career climbers come from a diverse hospitality background including operations and facilities management, human resources, marketing or finance. You will find experienced professionals and newcomers, artists and scientists, thinkers and doers, all driven by a sense of expectancy and a desire for change.

Career climber or career switcher?

Whichever scenario applies, you are seeking change and excitement – a voyage of discovery, even a turning-point in your life. The Lausanne MHA is not just a credential. It’s about finding your niche – or even better, creating it.

EHL A NEW START

Like a magnet, our MHA draws a wide array of talents. In this diverse and unusual learning environment you will build upon your previous experience and combine it with the insights of your fellow students.

A new start doesn’t mean that you drop everything you know already. On the contrary, you will learn to apply your expertise in a new context so that it becomes a prized and unusual strength. During your time with us we will help you pinpoint the areas in which your unique combination of professional expertise and newfound skills will be in demand. Over the course of your studies, you will be able to profile and identify the jobs and companies that best fit your capabilities and personality.
experiences and the transformation of your learning environment. This is partly why the scenes and on stage. You will find a complex, subtle interplay between your learning accommodation, reception, five different restaurants including a fine-dining restaurant professional hospitality experience. It is run much like a hotel, with rooms and developed by different student groups.

Lausanne isn't quite like any other campus. The decor and atmosphere change like curve. What a ride it was. seemed like crossing the ocean, and a complete step out of my comfort zone. Albeit industry and EHL could not be further apart. To me, changing my career to hospitality great prospects. In other words, I was ready to be doomed.

I had a great wife, a great flat, a car, and a dog. Some would also say that I had rigour that are associated with the creativity, you know how to take charge certain things about you: that you cannot: a century-old tradition of excellence. No matter where in the world your...

The Ecole hôtelière de Lausanne offers one thing that many other hospitality schools...precious experience. It also allowed me to experience first hand the dedication and passion...
a campus – it’s a place where you create your future! so many alumni look back with longing on their student days. Lausanne is not just the scenes and on stage. You will find a complex, subtle interplay between your learning In this dynamic environment, you will learn alternately as a guest and a host, behind accommodation, reception, five different restaurants including a fine-dining restaurant, the campus itself has been purpose-built to allow continual on-site access to developed by different student groups.

Saar Sharon, graduate

Lausanne art is not just art anymore. The design and atmosphere change like the seasons, following the different events hosted at the campus and restaurant complex. The campus has been purpose-built to allow continual access to professional events and cultural opportunities, from different cultures around the world such as, including the dining area and open to the public. You will have the chance to meet entrepreneurs, business leaders, hoteliers, and artists. And of course, you may even find yourself at a concert or a dinner party. This campus also caters to your every need in this busy yet beautiful environment.

Being a Lausanne graduate means that you will have access to a range of services and support offered by the university, including assistance with job opportunities, career mentoring, and more. Lausanne MHA graduates have access to a network of professionals, classmates, and faculty members, allowing for continued learning and support throughout their careers.

FIBONACCI THE DIVINE PROPORTION

The Fibonacci sequence spirals out logarithmically, each figure being the sum of the two preceding ones. This sequence is found in various natural phenomena, such as the arrangement of leaves on a stem, the branching of trees, and the spiral structure of galaxies and hurricanes. The Fibonacci sequence is also found in art and architecture, where it is used to create aesthetically pleasing designs.

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Your campus – it’s a place where you create your future!

EHL Master’s programmes are truly global.

Our Faculties and Schools

In a world of ever increasing diversity, it is the creative and innovative mind that is valued. We welcome a range of cultures and nationalities, and we develop individuals who are adept at the creative and lateral thinking that characterizes the contemporary hospitality industry.

Our graduate students come from around the world and speak different languages. They are educated with the skills that you will need to be successful in a global environment.

Your ambassador will help you integrate into the student body, find your place on campus, and become familiar with the 8,000+ students on campus and in the student residence facilities.

Your accommodation is the first impression you make on campus. It is important to feel comfortable and at ease. The residence halls and dorms are designed with your needs in mind. You will have your own living space with a shared kitchen, living room, and private bedroom.

Our residence halls are equipped with all the modern conveniences you would expect from a university residence. You will have access to a computer lab, study room, and recreation areas. You will also have access to a fitness center, a dining hall, and a student lounge.

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The Master's programme requires commitment. It is designed to help creative, resourceful people to adapt to the hard reality of the corporate world, and the way in which you can adapt the tools you have created, how to value them. You will learn to evaluate assets. You will also learn how to place a complete and strategic value on change, or the value of an idea. Your toolbox will include business mapping and understanding the perspective and interests of each stakeholder and the way in which they participate in a challenging, real-life mandate: the Master Business Project. You will move from individual creativity to collective creativity, from a project to a programme, from a training centre to a community. The final assessment will rest with the company that entrusted you with its mandate – a true test of your capacity to lead and innovate.

I. THE ART OF HOSPITALITY

II. THE SCIENCE OF MANAGEMENT

III. STRATEGY AND CORPORATE VISION

IV. ENTREPRENEURSHIP, INNOVATION AND LEADERSHIP

Programme Modules

Information is in the hands of the customer. Managers no longer control the message. The MHA requires commitment. It is designed to help creative, resourceful people to adapt to the hard reality of the corporate world, and the way in which you can adapt the tools you have created, how to value them. You will learn to evaluate assets. You will also learn how to place a complete and strategic value on change, or the value of an idea. Your toolbox will include business mapping and understanding the perspective and interests of each stakeholder and the way in which they participate in a challenging, real-life mandate: the Master Business Project. You will move from individual creativity to collective creativity, from a project to a programme, from a training centre to a community. The final assessment will rest with the company that entrusted you with its mandate – a true test of your capacity to lead and innovate.
Entrepreneurship, Innovation and Leadership:

The final module consolidates all of these different aspects as part of a Master Business Project carried out in the field. With your team, you will develop and propose a concept for a unique business venture, using design, events and appeal to the senses into a unified concept supporting their service. The project will involve multiple departments, including marketing, sales, finance, human resources, and operations. Each student will be responsible for a specific aspect of the project, ensuring a collaborative and multidisciplinary approach.

Programme Modules

**The Art of Hospitality**

This module provides an overall picture of the hospitality industry, its driving forces, key industry figures, and trends. It covers the definition of hospitality, the history of the industry, and the current state of the market. Students will learn about the different segments of the hospitality industry, including lodging, food and beverage, and tourism. They will also explore the role of technology in the industry and its impact on customer experience. The focus will be on understanding the complexity of the hospitality sector and developing strategies to manage stakeholders and resources effectively.

**Strategy and Corporate Vision**

Business Metrics, to be studied over 6 weeks. They have been designed to enhance your experience at school and the hospitality industry.

**Entrepreneurship, Innovation and Leadership**

This module is designed to help students develop entrepreneurial skills and prepare them for a leadership role in the hospitality industry. It covers the process of business creation, decision-making, risk analysis, and financial resources. Students will learn how to make strategic decisions that align with the company’s goals and objectives.

**Programme**

The programme is designed to help students develop business skills and prepare them for a leadership role in the hospitality industry. The programme is divided into three main modules:

1. Entrepreneurship, Innovation and Leadership:
   - **Key Courses:**
     - Strategic Integration and Financial Analysis
     - Business Metrics
   - This module is designed to help students develop entrepreneurial skills and prepare them for a leadership role in the hospitality industry. It covers the process of business creation, decision-making, risk analysis, and financial resources. Students will learn how to make strategic decisions that align with the company’s goals and objectives.

2. Strategy and Corporate Vision:
   - **Key Courses:**
     - Tourism Economics
     - Statistical Analysis & Applied Decision
   - This module focuses on the development of strategic decision-making skills. Students will learn how to use quantitative methods to analyze business data and make informed decisions. They will also study market research, forecasting, and cost-benefit analysis.

3. The Art of Hospitality:
   - **Key Courses:**
     - Hospitality Industry
     - Marketing
   - This module provides an overall picture of the hospitality industry, its driving forces, key industry figures, and trends. It covers the definition of hospitality, the history of the industry, and the current state of the market. Students will learn about the different segments of the hospitality industry, including lodging, food and beverage, and tourism. They will also explore the role of technology in the industry and its impact on customer experience.

Programme Objectives

* Master the skills and knowledge required for a successful career in the hospitality industry.
* Develop strategic thinking and decision-making skills.
* Build a strong understanding of the hospitality industry and the role of technology.
* Enhance communication and leadership skills.

Future Employability

Graduate employability is the key to gaining a foothold in the hospitality industry. This requires a combination of practical work experience and theoretical knowledge, including:

- **Marketing:**
  - Understanding consumer behavior
  - Developing and implementing marketing strategies
- **Human Resources:**
  - Understanding labor laws and regulations
  - Developing and implementing recruitment and training programs
- **Operations:**
  - Understanding restaurant and hotel operations
  - Developing and implementing operational policies and procedures
- **Finance:**
  - Understanding financial management
  - Developing and implementing financial strategies

Ine Ghorbal-Blal

Ines has over 15 years of experience in the hospitality industry, having worked in various roles, including sales and marketing manager, and general manager. She has a deep understanding of the hospitality industry and its evolving trends.

*Dr. Thaddeus Banker*

Dr. Thaddeus Banker is a renowned academic and consultant in the field of hospitality management. He has authored numerous books and articles on hospitality management and has provided consulting services to many leading hospitality organizations.

*Hilary Murphy*

Hilary Murphy specialises in strategic hospitality technology and e-marketing. She has a PhD in the diffusion of information and communications technology, as well as extensive business experience in sales and marketing management. Hilary was a visiting professor at several universities internationally.

*Inès Ghorbal-Blal*

Inès Ghorbal-Blal is a recognized expert in the hospitality industry, having served as a consultant and advisor for many leading hospitality organizations. She has a deep understanding of the hospitality industry and its evolving trends.

**For More Information**

Please visit our website for more information about our programmes and how to apply.

**Contact Us**

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Phone: +41 27 341 10 00
Address: Hotel Management School. 4122 Montreux, Switzerland
The final module consolidates all you have learned. To ensure the academic rigour of your assignments and final project to be referenced, there is a strict emphasis on written report and presentation skills. Your faculty mentors and peer groups will help you to develop your arguments and achieve clarity in your communications.

The third module provides an understanding of how hospitality technologies are applied in the industry. The EHL campus is wireless and students are encouraged to use laptops and wireless phones; in addition, you will be required to purchase a mobile device to be used for class assignments.

Today’s instant response, lightning-fast mentality means that my classes have to be based on project work. The focus is on teamwork, on integrating the personal and professional.

Lausanne’s Master of Hospitality Administration (MHA) is a full-time, demanding, MBA-style programme. It is designed to help you understand how the corporate world, and the way in which you can adapt the tools you have acquired to ensure success in multiple situations.

Imagination is more important than knowledge.”

The Master Business Project is an integral part of the curriculum. It offers a direct, multi-layered experience of different hospitality enterprises and inspiration and present challenges. It offers a direct, multi-layered experience of different hospitality enterprises and inspiration and present challenges. It offers a direct, multi-layered experience of different hospitality enterprises and inspiration and present challenges.

The programme extends to the services sector in general, preparing students to be leaders in any hospitality-related business.

Dr Hilary Murphy specialises in strategic hospitality technology and e-marketing. She has published many technical articles in academic journals and is a frequent presenter at keynote industry conferences.

In class, I help the students to integrate various tools to learn about the core business. This evidence-based approach is designed to allow participants to understand the principles of e-marketing and customer relationship management (CRM) as well as specific technological tools such as webmetrics and web analytics.

Local hospitality businesses as well as international hotel groups have recognized the importance of digital marketing to attract more customers and maintain their brand. Traditional marketing tools are not enough anymore, and it is essential to have a strong digital marketing strategy. This is why many luxury and upscale hotel groups are now focusing on the hotel’s online presence. Digital marketing is becoming more and more important to compete with other hotels and to maintain a strong market presence.

We will also be focusing on how to integrate these tools and strategies into a cohesive and successful digital marketing strategy for hospitality. This will include the development of a digital marketing plan, the implementation of specific tactics and the measurement of results.

More and more students are now focusing on digital marketing as a career path. The hospitality industry is constantly evolving and providing new opportunities for those interested in this field. With the growth of online booking and social media, digital marketing has become a crucial component of any hotel’s marketing strategy.

The Master Business Project requires that you follow a series of modules in addition to the core courses. These modules provide you with a comprehensive understanding of the hospitality industry and the skills necessary to succeed in the industry.

You will learn to shape your material persuasively for many different stakeholders: owners, managers, investors, shareholders, customers, government officials, and the media. A strong financial basis is essential but not enough in itself. You need to find out the implications of creating a hospitality experience and the time value of money.

Today’s travel industry: the move from the ‘check-in/check-out’ transaction to a highly personalized service experience.

The Master Business Project is a full-time, demanding, MBA-style programme. It is designed to help you understand how the corporate world, and the way in which you can adapt the tools you have acquired to ensure success in multiple situations.

The Master Business Project offers a unique opportunity to integrate theory and practice through a project carried out in the field. The Master Business Project is a collaborative effort between students, faculty, and industry partners. It is designed to provide you with a hands-on, real-world experience in the hospitality industry.

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are no passengers, only active participants sharing the learning journey."

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keynote industry conferences.

projects, investigating strategic partnerships in the hospitality technology sector. She has

consultant and researcher for Xansa and is currently working on several industry-funded

programme extends to the services sector in general, preparing students to be leaders

acquire the solid financial and management skills that will enable them turn their

degree programme. It requires a minimum of 60 hours’ work each week, including

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individuals to this programme.

2. The Science of Management: This module provides the financial and technological

pre-course modules and has been highly successful in getting students ready for the hard

Pre-course Modules

Tourism Economics
& Cellar Management, Gastronomy

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created, how to value them. You will learn to evaluate assets. You will also learn how to place a

people, finance is a glass ceiling which stops you in your tracks. In the MHA, we make you

Interactive. Investors will look closely at your cash-flow projection, making sure that you have

Creative business concepts can fizzle out in the face of reality and budget constraints. Sooner

II. THE SCIENCE OF MANAGEMENT

for your own creative business solutions. The module also takes you through the fundamental

entrepreneurial. Investors will consider both qualitative skills and quantitative skills when they

II. The Art of Hospitality:

Entrepreneurship, Risk Analysis & Joint Ventures, Risk Management, Corporate Strategy, Financial Accounting

Entrepreneurship, Risk Analysis & Joint Ventures

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fundamental analysis of enterprise and innovation, and how to develop both quantitative and

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entrepreneurship, innovation and leadership.

RECOMMENDED KEY COURSES

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III. STRATEGY AND CORPORATE VISION

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so many alumni look back with longing on their student days. Lausanne is not just
experiences and the transformation of your learning environment. This is partly why
extensive grounds and sports facilities.

The campus itself has been purpose-built to allow continual on-site access to
stage sets, following the different events hosted on campus and the restaurant concepts.

Lausanne isn’t quite like any other campus. The decor and atmosphere change like
a roller coaster of a learning environment, with four main kitchens and satellite kitchens, banqueting facilities, and
professional hospitality experience. It is run much like a hotel, with rooms and
platform called hospitality."

"Choice is your greatest privilege in life. Most importantly, choose to be happy.
Life’s a journey, not a destination. It is about the way you travel, and the
travels of the Fibonacci sequence. It occurs throughout the natural world and has often
recognized in the symmetry and perfect proportions of science.

The Fibonacci sequence first described by the 12th-century Italian mathematician Fibonacci.
They seem to hit a spot in the brain which registers them as satisfying and harmonious.
The whorls of a seashell, the intricate patterns of flower petals, the columns of the
magnificence of the buildings. They combine both beauty and functionality,
"Ever since I was a child growing up in Italy, I have been fascinated by the

"In my PhD, I studied data analysis and a measure of time I named "current lateral
in the research during professional networking sessions and events, giving you the
opportunity to establish professional networks with interesting people, and your
local administrators will collaborate with you in the same way that you use,
students and faculty which is unusual in business schools of this level. Our international

Our faculty have experience in major hospitality enterprises around the world.

When you enter the world of EHL, you immediately feel the energy and enthusiasm,
the sense of shared purpose. It is a place where everyone is different yet everyone

We appreciate them as art because they are based on the symmetry and perfect
proportions of science.

The Fibonacci sequence is the ratio of successive terms in the sequence, which is

The Lausanne campus is set in a beautiful forest area in a delightful mountain

The campus has been designed as an event space that can adapt to many

The campus campus aims to be in a format that is fully supported and can adapt to many
teaching and training needs and can adapt to many

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As a Lausanne student, you will immediately start building your professional network with fellow classmates who will become the future leaders of the international hospitality industry. Alumni Relations & Career Services will be your lifelong link to EHL throughout your professional career.

As a graduate, you’ll join an extensive support network. Our alumni occupy some of the most fascinating and influential positions in the global hospitality industry. EHL Alumni Relations with its local chapters regularly organise professional and social networking events in dozens of locations around the world. They are also an informal network that can help you find a challenging new job, learn the ropes in a new city and provide a knowledgeable insider’s opinion of a country, a company or an employment opportunity.

Lausanne alumni are active participants throughout the MHA programme, mentoring, sharing their experience, and helping students scout out career prospects.

Qualifications necessary for enrollment are:
- A recognized Bachelor’s degree in any field of study
- GMAT test result
- English language test result (TOEFL iBT 100 or equivalent)
- Two full years of professional work experience in any field
- Minimum 25 years of age

In addition, you will need to demonstrate a mix of the artistic and scientific skills that are essential for hospitality management. You should be able to show that you are both creative and business focused. An international mindset is important, as is a strong customer-service orientation.

Because the industry is so diverse, there is no “ideal profile”. We hope that you will surprise and interest us by your individual combination of talent, experience, and motivation. Selection is competitive and is based both on an evaluation of your application file and a one-on-one interview.
This unique programme focuses on the skills you need to identify, analyze and solve hospitality business problems. It transforms you into a professional with strong interpersonal and intercultural communication abilities, so that you can motivate and empower a team, enthuse a guest, and lead an entire organization.

The Ecole hôtelière de Lausanne (EHL), founded in 1893, was the first hotel school in the world. Today it develops the next generation of leadership talent for the world’s fastest growing economic sector: the international hospitality industry.

With more than a century of experience in hospitality management education, we are an institution steeped in traditions as rich as those of the most venerable hotels around the world – yet a visit to the school reveals a young, dynamic institution with ultra-modern facilities.

Our educational philosophy is based on two pillars: the art and science of hospitality management. Our programmes give students the operational skills they need to be credible in the work environment while developing the modern business competencies which will allow them to become effective managers.

We are one of the most culturally diverse schools in the world: the student body is 60% international, with about 90 different nationalities among students, and 35 among faculty and staff.