

Executive Master in Tourism Management



“A fool wanders, a wise man travels...” – *Thomas Fuller*



Executive Master in Tourism Management

QUICK FACTS

Profile: Designed for international executives working or aspiring to work in the tourism industry

Program: Combines the core experience of a rigorous top Executive MBA with a specialized view of tourism management. Participants will obtain the title Executive Master in Tourism Management

Format: Awarded blended format that combines face-to-face trainings in Madrid, Singapore and Costa Rica (of 10 days each) with online interactive distance learning periods

Starting date: November

Duration: 13 months

Language of instruction: English

Executive Master in Tourism Management

A long, modern, blue-toned corridor with a yellow safety line on the floor, receding into the distance. The ceiling is high with a grid of lights, and the walls are made of glass and metal. The perspective is from the end of the corridor, looking down its length.



The tourism industry is one of the largest and fastest-growing industries in the world. However, the recent global economic crisis has impacted the industry significantly and in times of such uncertainty, the requirements for sector managers are greater than ever before. Today's managers are expected to deliver excellent results, combined with creative and innovative strategies that will allow their organizations to overcome these moments of uncertainty.

Managers in this industry need well-developed skills and specific in-depth knowledge of the "art" of business management. To meet this specific need, IE Business School, guaranteed by over 35 years of training top professionals, offers the Executive Master in Tourism Management.

The Executive Master in Tourism Management provides all the necessary components for professional progression in the international tourism sector. The program combines the core experience of a rigorous top Executive MBA with a specialized view of tourism management, allowing admitted participants to develop their managerial skills, while acquiring essential knowledge of the industry.

Managers working in the tourism industry are often obliged to travel frequently, and are therefore often restricted in their access to traditional in-class programs. The awarded IE blended program format fosters a flexible learning environment that brings together a world-class, academic faculty of industry experts with a select group of participants. The combination of face-to-face periods with online interactive distance learning, allows admitted participants to pursue this program from anywhere in the world, accommodating demanding work and travel schedules. Participants are able to immediately apply the insights gleaned from the program to their jobs, fostering rapid assimilation and deeper learning.

Participants benefit from a specialized network within the tourism industry, as well as membership to the global IE Community, an international network of people sharing a set of common goals and ethical values.

"The program is the perfect launch pad for managers in leadership positions in the hospitality and Tourism industry. It provides unique opportunities to exchange ideas with industry colleagues and professors in a natural learning environment."

Fredrik Jonsson, Sweden

Senior Manager Hotels & Resorts, Qatari Diar Real Estate Investment Co.



Aimed at...

The Executive Master in Tourism Management is a unique program aimed at international executives working or aspiring to work in the tourism industry. Admitted participants will have the opportunity to develop their managerial skills, whilst acquiring essential knowledge of the tourism and hospitality sectors, combining the core experience of a rigorous top Executive MBA with a focus on tourism management.



This one of a kind program brings together a select group of managers from the international tourism sector, who have sound experience in managerial positions and who have:

Global Vision

- A desire to develop global strategic thinking, allowing participants to understand how their companies fit into the global context, as well as the geographic and social environments in which they compete.
- Value diversity which provides interaction with executives in other sectors and countries.

Leadership

- The ability to make sound decisions in changing and complex environments.
- The desire to be well prepared to manage and lead.

Innovative Character

- Question the traditional business models and critically analyze possible future models.
- An innovative approach to tackling problems and design strategies, analyzing the existing technologies that can provide business value.

Entrepreneurial

- The employment of innovative processes for converting challenges into opportunities.
- To develop the ability to assess new business projects within their own companies or as a starting point for the creation of new businesses.

Commitment to Sustainability

- Understanding the need for sustainable development and the absolute interdependence between the economy and the environment (biodiversity, social and cultural heritage) in the international tourism sector.
- Understanding the need to reconcile the current welfare and future welfare of societies.

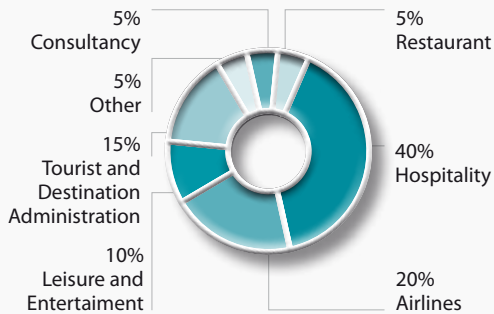




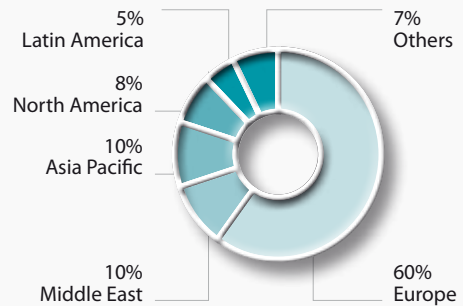
Participant Profile



Sub-Sectors



Geographic Origin



Gender

Male	47%
Female	53%

Age

Age	Years
Total average	36

Work experience

Work experience	Years
Total average	10

Nationalities

American, Argentinean, Belgian, Brazilian, British, Chilean, Chinese, Colombian, Costa Rican, Cuban, Dominican, Dutch, Ecuadorian, Salvadorian French, German, Guatemalan, Italian, Mexican, Peruvian, Spanish, Swedish, Venezuelan

Companies

Accor	Carlson Wagonlit Travel	Lastminute.com	TACA International Airlines
Amadeus	Hilton	Marriott	TUI
American Express Travel	Iberia	Orbitz Worldwide	Viajes El Corte Inglés
Barceló Hotels & Resorts	Intercontinental Hotels	Paradores de Turismo	Vueling Airlines
Caribbean Tourism Organization	Group	Sol Meliá Hotels & Resorts	
	LAN Airlines	Starwood	



Faculty Profiles

The IE Business School faculty forms the backbone of our different programs and training activities and is our main asset. The Faculty is made up of exceptional individuals, with highly diverse personal and professional profiles, who are skilled at helping students develop their abilities from different angles and perspectives.

The Executive Master in Tourism Management has an excellent faculty made up of full-time IE Business School staff and of associate professors who are all managers of leading companies in the tourism industry and can share their management knowledge and experience in this highly dynamic sector.

Albert Barra

CEO, Hoteljuice.com
Master in Business Administration (MBA), Stanford University, California, USA
BS Hospitality Management, University of Puerto Rico, USA
TEAT, Escola de Turisme de Barcelona, Spain
Professor of Information Technologies and Systems and CRM in Tourism

Alfonso Castellano

Founder and Managing Director, Mindproject
Member of the Experts in Tourism Marketing Committee at Secretaría de Estado de Turismo, Spain
Senior VP Travelocity Europe - Group MD lastminute.com//travelocity.com (2000 – 2008)
MBA & MTA, Cranfield School of Management, UK
Global Senior Management Program (GSMP), IE Business School
Business Administration and Tourism, Universidad Autónoma de Madrid, Spain
Tourism Management, University of Surrey, UK
Professor of Entrepreneurship

Angel Díaz

President, Advanced Leisure Services
Member of the International Advisory Council, Metropoli Foundation
Executive Program in Real Estate Management, IE Business School
MBA, IESE, Barcelona, Spain
Master in Tourism Administration, ESADE, Spain
Professor of Leisure and Destination Management

Bernardo Cabot

Senior Vice President Asia Pacific, Sol Meliá Hotels & Resorts, China
Managing Director, Luxury Lifestyle Hotels and Resorts (2006-2008)
Executive Master in Tourism Management (2003), IE Business School
Professor of Hospitality Management

David Bach, PhD

PhD in Political Science, University of California, Berkeley, USA
MA in Political Science, University of California, Berkeley, USA
BA in Political Science and International Studies, Magna Cum Laude, Yale University, USA
Dean of Programs, IE Business School
Professor of Strategy and Economic Environment, IE Business School
Professor of Sustainable Tourism

Giuliano Gasparini

Senior Associate, HVS Global Hospitality Services
Master in Tourism Economics, Bocconi University, Italy
Degree in Economics, Bocconi University, Italy
Master in Urban Management, Erasmus Universiteit Rotterdam, Nederland
Professor of Real Estate Management

Jean-Francois Nogué

Corporate Food and Beverage Director, NH Hotels
Master in Hospitality and Tourism
Université de la Méditerranée (Aix-Marseille II), France
Professor of Restaurant Management

Luis Solís, PhD

PhD in Manufacturing Management and Engineering, University of Toledo, Ohio, USA
MBA, Instituto Tecnológico y de Estudios Superiores de Monterrey, ITESM, Mexico
MSc in Industrial Engineering, Instituto Tecnológico y de Estudios Superiores de Monterrey, ITESM, Mexico
CPCL, Harvard Business School, USA
Industrial and Systems Engineering, Instituto Tecnológico y de Estudios Superiores de Monterrey, ITESM, Mexico
Associate Dean for Part-Time faculty and Executive Education
Professor of the Operations Department
Professor of Operations & Quality in Tourism

Nicole Lopez

Vice President Finance & Investor Relations, Euro Disney SCA
BS in Management Information Systems, College of Business, Florida State University, USA
Professor of Financial Management

Pilar Monzón

General Manager, InterContinental Porto-Palácio das Cardosas, Portugal
Resident Manager, InterContinental Madrid Hotel (2006-2010)
Executive Master in Tourism Management (2003), IE Business School
TEAT, Universidad Complutense de Madrid (UCM), Spain
Professor of Hospitality Management

Ramón Díaz Bernardo, PhD

PhD in Management, IESE, Barcelona, Spain
MSc Engineering, University of Nottingham, UK
Degree in Mining Engineering, Universidad de Oviedo, Spain
Visiting Professor, Cornell University
Professor of Marketing, IE Business School

Sheryl Kimes, PhD

PhD in Operations Management, University of Texas at Austin
MBA, New Mexico State University
MA in Public Administration, University of Virginia
AB in Political Science, University of Missouri
Professor of Operations Management, School of Hotel Administration, Cornell University
Professor of Yield & Revenue Management

Throughout the program guest speakers will also be invited to share their real-life experiences on best-practices and opportunities within the industry with participants.

Program Overview



The program consists of three distinct modules:

Pre Program (online)	Core	Core Specialized	Specialization
Financial Accounting Management Accounting Accounting	Fundamentals of Strategy Organizational Behavior Financial Accounting Economic Environment and Country Analysis Marketing I World Awareness Seminar Leadership Development: <ul style="list-style-type: none"> • Team Management • Networking • Negotiation Skills 	Human Resources Strategy Management Marketing II Information Technologies and Systems / CRM in Tourism Operations & Quality Cost Accounting Entrepreneurship in Tourism Sector Financial Management	Hospitality Management Leisure Management Distribution Systems Real Estate Yield & Revenue Management The Restaurant sector: Food & Beverages Sustainable Tourism Service Management Luxury Brand Management

The online **Pre-Program** is an introductory course designed to provide all students with a solid foundation of financial and management accounting concepts. These courses will be monitored by a tutor and should be completed before the program starting date.

The **Core** module consists of fundamental management courses which are given in all of IE Business School's Executive MBA programs. They are studied to give participants crucial knowledge of the most innovative business methods and help them to develop their managerial skills, which are increasingly becoming the differentiating factors for successful professionals.

During the **Core Specialized** module, students will continue to develop their business knowledge of these core areas, while maintaining a strong focus on the tourism industry. Cases

examined during these courses will be based on business situations in the tourism industry and associate professors teaching these subjects are managers of leading companies in the tourism industry, who will be able to share their management experiences in this highly dynamic sector. During the entrepreneurship course, participants work on a multidisciplinary project that consolidates all knowledge acquired during the program and develop a Business Plan on an innovative idea for the tourism industry.

The aspects covered in the **Specialization** module complements the courses of the other modules by providing participants with additional business knowledge especially relevant for the tourism business and giving them a 360° perspective of the sector.



Program Structure



IE's awarded Blended format provides maximum flexibility, making it ideal for professionals with demanding work and travel schedules. Lasting 13 months, the Executive Master in Tourism Management combines four face-to-face periods with online interactive distance learning periods.

Face-to-Face Periods

The face-to-face periods last 10 days each and will take place at IE's urban campus in Madrid, in Costa Rica and in Singapore. These periods are designed to provide participants with the competencies and skills necessary to become a successful business leader and will allow participants to establish a close link with their peers and professors. During company visits, participants will also have the opportunity to interact and network with executives and learn more about the latest challenges and opportunities in the industry. Furthermore, these periods include workshops and trainings, sessions to kick-off or wrap-up subjects, assessment tests and presentations of individual and group works.

Spain is one of the world's leading tourism destinations. As the indisputable leader in sun and sand tourism, sector companies and destinations have diversified their tourist product exponentially in the last decade: trade fair tourism, conferences and incentives, cultural tourism, sports tourism, nature tourism,

gastronomic tourism, languages, religious tourism (Christian, Islamic and Jewish routes), etc. Spain ranks third in the world in the reception of international tourists and second in tourism profitability.

In **Costa Rica**, the world's leading destination for sustainable tourism, participants analyze management policies and promotion of the destination, as well as environmentally sustainable business models applied to hotels and other companies in the sector (travel agencies, active tourism, cultural, etc.).

In **Singapore**, one of the world's leading destinations in business tourism, guest speakers from the public and the private sectors share their best practices with the students through lectures and company visits.

"The Executive Master in Tourism Management has been a perfect opportunity to acquire knowledge and share real experiences with an excellent group of professors and professionals from the international tourism industry."

Juan Carlos Iglesias, Spain

Sales Director and member of the Comité de Dirección, Vueling





Interactive Distance Learning Methodology

The online interactive distance learning periods start to take place when students get back to their countries and regular activities, after students and professors have met each other in person.

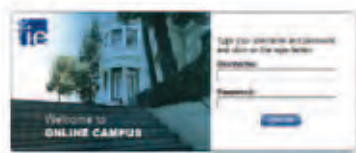
The methodology is eminently practical, based on teamwork and the Case Method, used on both IE's blended and full-time programs. Topics are analyzed through participants' discussion of real business cases and simulations under the guidance of the professor, who leads and focuses the debate. This methodology helps identify the main problems companies have to deal with, and develops participants' decision making skills.

The interaction between professors and participants is continuous, ensuring the same quality and excellence shared by all IE Business School master programs. This innovative way of stimulating debates, teamwork and learning among students and professors was recognized as the best in the world by The Economist (2010) for business programs.

Virtual Campus

IE's virtual campus is the principal tool used by students and professors, and is the basic web platform which supports all of the program's online activities. The flexibility of the Virtual Campus enables participants to follow the development of each session regardless of where they are or the timetable they have chosen to go online. This also enables participants to fit their studies in with their professional and personal agenda and with the frequent trips which are a part of the lives of tourism professionals.

Every student has their own personal access codes to allow them to use the campus whenever they wish. Once logged in, students have access to forums focused on the subjects they are currently studying. In addition to this, students can make use of private forums for group work and the virtual café, a space where all class members can discuss any topics of interest.

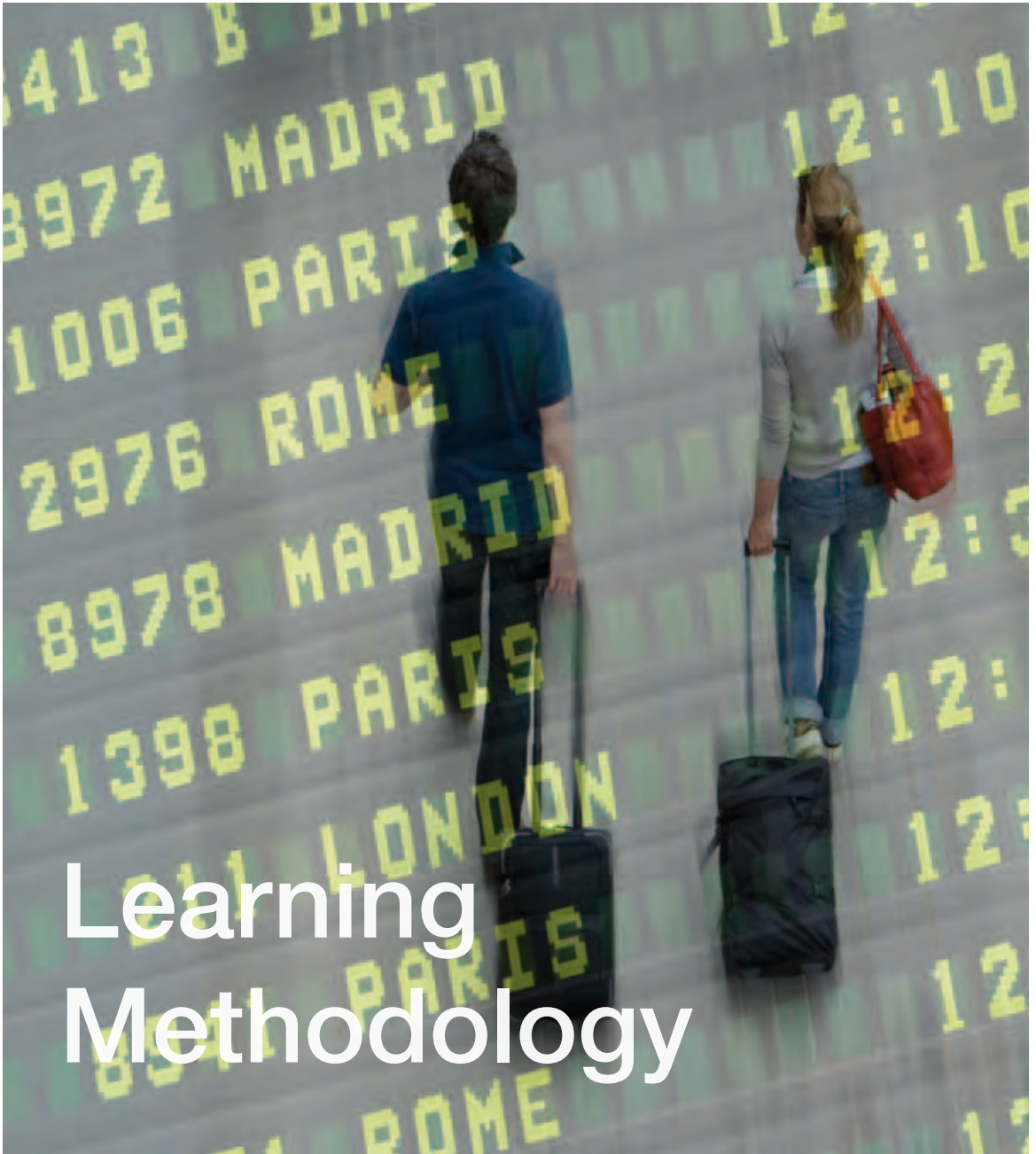


Forum-based Debates

Between Tuesday and Friday, students participate in sessions which take place on the discussion forums.

Participants connect to the Virtual Campus in order to access these discussion forums, which are active 24 hours a day. This allows participants to make their written contributions at whatever hour that best fits their schedule. The number of interventions per student is limited to in order to encourage a fluid debate. This style of debate, where every comment is recorded, leads to a highly reflective and analytical debate. The special characteristic of a debate where every intervention is published in written form invites maximum reflection and prior analysis.





Learning Methodology

The objectives of the program are achieved by using different teaching methods, which are explained below:

Discussion of Practical Cases

Learning is based on the analysis of cases which reflect real company situations. Studying the cases enable participants to take on different roles so that they analyze the different variables to be taken into account, make decisions and explain their viewpoints to teammates, classmates and the professor.

At the beginning of the program, participants receive all the documentation they will need during the program. These documents contain all the theoretical and practical information they need to better understand all subjects.

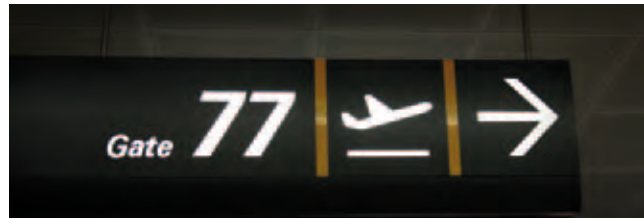
Theoretical analysis enables participants to take a deeper look at the technical concepts of the subject. This individual study is enhanced by the professor's knowledge and experience and by the contributions of the other participants. Once the theoretical aspects have been studied, practical cases start to be discussed.

Teamwork

To analyze the cases which will later be discussed in class, the students divide into work teams which have been carefully designed according to the profile and experience of each participant. Ensuring in group diversity enriches discussions and leads to even more beneficial class discussion. Sometimes, the professor will indicate that the group has to come to a consensus and, on many other occasions, it will be a case of complementing each student's ideas with the ideas of the rest of their team.

Study

The Executive Master in Tourism Management is designed so that participants can fit their studies in with their personal lives. Allocating a time for personal study and for teamwork is required to make the most of the master's degree.



Reports and Projects

For each of the subjects, the professor will specify the number of reports or projects to be handed in; these may be individual pieces of work or work done in the team. These reports will be one of the variables professors will take into account to evaluate the student in their subjects.

Role-Playing

The added value of the case method is that it manages to take a real case to the classroom. This implies that, depending on the area or subject, the students or teams will have to prepare and play different roles in the resolution of cases, seeking solutions to the business problems posed.

Information Technologies

The Online Campus is used to conduct the discussions of the general sessions and for the students' group work. Making IE students familiar with web based teamwork allows them to develop a skill which will prepare them to successfully cope with online teamwork with multi-disciplinary, multi-business and multi-cultural groups.

Talks / Company Visits and Destinations

In order to further enrich the training, **talks and seminars with leaders from the tourism sector** are organized, along with visits to tourism companies, corporations and destinations, which provide a practical deeper knowledge of the sector.



The
Executive Master in
Tourism Management
at IE Business School



IE Business School Experience

IE Business School alumni form part of a 45,000+ strong network spread over 100 countries across the world. They share far more than a Master's degree. They share the IE Business School experience, a life-changing experience in an international business school that is independent and diverse, where entrepreneurship and innovation form part of the day-to-day fabric, along with academic excellence, an unparalleled corporate network, and socially responsible vision.

International Environment

Students admitted to study at IE Business School enjoy a truly international atmosphere, with more than 80 nationalities on campus every year, and a faculty with 40% international professors.

Academic Excellence

IE Business School is consistently ranked by the international press as one of the best business schools in the world – among the top 5 in Europe and top 10 worldwide. IE Business School is one of the few business schools in the world fully recognized by the three leading accreditation agencies in the business education arena: AACSB, EQUIS and AMBA, three prestigious institutions whose recognition guarantees the quality of business management training programs. IE Business School is an Affiliate Member of the United Nations World Tourism Organization.



Innovative Methods

IE Business School's strong focus on entrepreneurship and innovation, combined with advanced training techniques guarantee that every participant is exposed to the holistic IE Business School experience; an experience that goes way beyond the classroom, opening doors to the rapidly growing and evolving tourism industry.

Admission Process



The Admission Process

The main objective of the admissions process is to select students with maximum potential. We seek candidates that are dynamic, motivated, creative, and who not only present an excellent academic and professional background, but also offer the kind of interpersonal skills that will permit them to obtain maximum benefit from the program.

Candidates must also offer the following qualities:

- Professional achievements
- Leadership potential
- Academic excellence
- Languages

Admission is granted on a rolling basis and, although there is no deadline for applications, early application is recommended given the limited number of places on the program. Admission is valid for two intakes, the intake you apply to and the following.

Requirements for Admission

- University Degree
- Average professional experience 8 years, 3 years in managerial position
- A complete application for evaluation by the Admissions Committee, including all supporting documents

Application Form

The application form provides the Admissions Committee with fundamental information when it comes to evaluating candidatures for master programmes. Please enclose the following documentation in your application form:

- Photocopies of complete university transcripts (complete with original or copy bearing official stamp)
- Photocopy of passport or ID card
- One passport-size photo (with your name on the back)
- Curriculum Vitae (one page): The CV provides the Admissions Committee with a brief and concise overview of the candidate's academic and professional achievements.
- 3 Essays
- Photocopies of diplomas or certificates accrediting courses, seminars or programmes undertaken by the candidate.
- Certificate of current work
- Application Fee
- Two letters of recommendation written by professors, entrepreneurs, freelance professionals or persons holding a management position

Interview

After receiving the application form and additional documentation the Admissions Committee evaluates said documentation. The Committee then determines which candidates will be invited to attend an interview.

Virtual Information Sessions

Join a Virtual Session to learn more about IE's programs. These sessions are scheduled on a regular basis and include a presentation on the program and an opportunity for you to ask questions. For details of the next session, please visit www.ie.edu/events or email: blended.programs@ie.edu

Financial Aid & Scholarships

To further foster diversity within IE programs, the IE Foundation awards tuition funding assistance to talented students in need of financial aid based on merit, distinctive competences, and academic excellence. To learn more about these opportunities, visit IE's Financial Aid website: financialaid.ie.edu and blog: financialaid.blogs.ie.edu



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For more information please visit our:

Web: www.master-tourism.ie.edu

Blog: tourism.blogs.ie.edu

Events: www.ie.edu/events