

Academic Catalog



2020.1
February – July
2020



**Academic courses
valid for the following intake**

February - July 2020

The content of this catalog is for the information of the student. It is accurate at the time of printing but is subject to change from time to time as deemed appropriate by the school in order to fulfill its mission or to accommodate circumstances beyond its control. Any such changes may be implemented without prior notice and without obligation and, unless specified otherwise, are effective when made.



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Welcome

Les Roches accreditation

Les Roches Global Hospitality Education is accredited by the New England Commission of Higher Education (NECHE).

Inquiries regarding the accreditation status by the New England Commission of Higher Education should be directed to the administrative staff of the institution.



Individuals may also contact:

New England Commission of Higher Education
3 Burlington Woods Drive
Suite 100
Burlington, MA 01803
(781) 425-7700

1. A warm welcome to the world of hospitality

The world of hospitality is a dynamic field, constantly reinventing itself and offering a wide range of career pathways in sectors such as hotels, travel and tourism, luxury retail, asset and real estate management, meetings and event planning and much more. The sector has been growing over the years at a rate of 4% annually, becoming the one of largest employers in the world. It is predicted that the travel and tourism industry alone will support 337 million jobs worldwide by 2023 which is almost 10% of the global working population.

Les Roches Global Hospitality Education plays a central role in the evolution and development of the hospitality industry from different perspectives.

Our high quality network of campuses in Switzerland, Spain and China offer unique global mobility opportunities for students, who can choose to study across this network. We set high standards for education that are meeting the needs for a Global career within the world of hospitality and beyond, within the broader spectrum that we call today the “experience economy”.

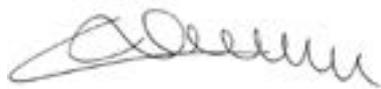
The mission of Les Roches is to deliver a ‘transformative, progressive education’ that helps graduates succeed and excel in their jobs. Our approach to learning fosters a mind-set of innovation and entrepreneurship while building global, sustainably aware citizens who form exceptional talent for the hospitality industry of the future. Today, 33% of our alumni have gone on to launch their own businesses and new successful hospitality ventures.

We have developed this academic catalog to provide insights into what Les Roches has to offer in terms of study programs at bachelor degree and postgraduate levels, but also to share our unique educational philosophy.

Our academic curricula help develop business management competencies, leadership capacity, general knowledge, intra and interpersonal skills. These skills are developed through learning by doing, digital experiential learning, individual and group work, projects and case studies. Our excellent globally recruited faculty members will support and challenge students to unleash their potential and grow. We strive to be the leading provider of hospitality education and we continue to evolve our curriculum to respond to our students’ needs and the evolution of the hospitality world.

Today hospitality graduates from Les Roches are sought after by some of the leading Hospitality and customer focus service companies around the world. Over 70 international companies recruit directly from campus each semester – offering exciting employment opportunities and rewarding careers.

We look forward to welcoming you to Les Roches!



Dr. Christine Demen Meier

Managing Director

2. History of 'Ecole des Roches'

1954

Les Roches International School

Ecole des Roches, an international institute for young people, was founded by Marcel and Jean-Pierre Clivaz. During its first years, this establishment came to be well recognized throughout France and Italy. Five years later, students from Europe and the United States of America were attending the school. A few years after that, an initial enrolment of 150 had risen to 220 students, from 60 different countries on five continents. Two other brothers, Roger and Francis, joined the family team.

1979

Les Roches Hotel and Tourism School

As a result of the prevailing worldwide economic conditions and a growing demand abroad, Les Roches International School became "Les Roches" Hotel and Tourism School with instruction in English.

1985

Les Roches destroyed by fire

Les Roches was virtually destroyed by a fire in April. Despite considerable damage to the property and its contents, the School only lost one day of classes as arrangements were immediately made to house students and teaching facilities in three hotels in Montana. They were rented for a three-year period and construction of entirely new buildings began in May 1986. In June 1987, the School moved into its new premises.

1995

Les Roches Marbella opens in Spain

Les Roches expanded its horizons by opening a campus in Spain. Located in one of Europe's top destinations for luxury tourism, Les Roches Marbella gave students the chance to study the latest hospitality trends in beautiful surroundings.

2000

Sylvan Learning Systems, currently Laureate Education Inc.

In November, the School was acquired by the Sylvan International Universities, a branch of Sylvan Learning Systems, USA. Les Roches became the Hospitality Center of Excellence for Sylvan International Universities, which had campuses in the United States, Mexico, Chile and Spain, among others. Sylvan became Laureate Education Inc. in May 2004.

2004

Les Roches Jin Jiang (LRJJ) opens in Shanghai, China

Les Roches partnered with Jin Jiang, the largest hotel management school in China, to open a campus in Shanghai. It's located in one of the world's fastest-growing countries made LRJJ a highly desirable place of study, and boasted a modern, purpose-built hotel school complex

2006

Campus growth and new accreditation

- Les Roches expanded its facilities with four extra buildings to accommodate additional students in fully equipped apartments.
- Les Roches is accredited at university level through NEASC's Commission on Institutions of Higher Education (CIHE) in the United States. As of 2018 CIHE became independent from NEASC and is now called NECHE

2007

New facilities, new name and new recognition

- Les Roches opened a new and modern library complex, auditorium and specially designed front office and rooms division laboratory.
- Les Roches changed its name from Les Roches Swiss Hotel Association School of Hotel Management to "Les Roches International School of Hotel Management" in order to better reflect its global student body and educational approach.
- Hiring managers rank Les Roches among the top three hospitality management schools in the world for an international career (TNS Global Survey, 2007).

2009

Renovations

- The campus undertook important renovations constructing a new wing of classrooms, a new library, a new lobby and terrace, a soccer field, and the new residential buildings Peters Farm 3 and 4.
- New BBA specialization in Entrepreneurship

2010

A year of big news

Achieved NEASC accreditation for its own MBA program: Les Roches MBA in Hospitality Management with specializations in Finance or Marketing.

2011

New restaurant and sports bar

In August 2011, a new restaurant, the A La Carte was created as a food and beverage facility for instruction, and a sports bar was added as a student recreation facility.

2012

World record

Les Roches sets a Guinness World Record for the most nationalities in a swimming pool.

2013

Map of the world

Les Roches collaborates with a world-renowned Swiss artist to create a giant animated human world map.

2014

New global courses and a new Market Place

- Les Roches launched the BBA in Global Hospitality Management: Les Roches is the only international hospitality management school to offer a degree that allows students to study around the world in key tourism and hospitality locations.
- The Market Place was refurbished
- A mini market was opened

2016

Eurazeo takeover, Chicago campus opens its doors and Les Roches has a new name

- Sommet Education is founded to manage the portfolio of hospitality schools, which includes Les Roches and Glion Institute of Higher Education.
- Sommet Education and all the branch and affiliated campuses are acquired by Eurazeo, one of the leading investment companies in Europe. Following the acquisition institutions Glion and Les Roches serve students from more than 100 countries, preparing them to be immediately effective in their professions – wherever in the world these may be – while delivering exceptional consumer experiences. For more information, visit www.sommet-education.com.
- In October, Les Roches changed its name from Les Roches International School of Hotel Management to Les Roches Global Hospitality Education. This was because cultivating cultural diversity and preparing students for global opportunities are fundamental to the Les Roches experience.
- A new quick service food outlet, B3 (Baker, Butcher and Brewer), opens on the Swiss campus.

2018

Opening of facilities to the public

- Tacot Restaurant and Bar was re-branded and opened to the public. The name changed to Roots, and a farm to table concept was introduced, where short travelled, seasonal and ecologically grown produce are being used.
- A new quick service food and beverage outlet, Fresh and Fast, opens on the Swiss campus, providing students and staff with daily sushi, salads and deli sandwiches.
- Mini Market opened to the public and was renamed Mini Marché

2019

Worldwide rankings for a worldwide school

Les Roches ranked in the top three institution worldwide for hospitality and leisure management and the second Swiss institution. We ranked in the top ten for academic reputation (QS World University Rankings 2019).

Today

Ready for the future

Les Roches is the only hospitality management school to offer the quality of Swiss hotel management school methods with American university accreditation, through a global platform for hospitality education. With campuses in Switzerland (Crans-Montana), Spain (Marbella) and China (Shanghai). Les Roches opens the doors for endless opportunities to study, travel and network in the global hospitality industry.

Les Roches offers a Diploma in Hotel Management, a Bachelor of Business Administration in Global Hospitality Management, a Bachelor of Business Administration in International Hotel Management, a Postgraduate Diploma in Hospitality and a MBA in Hospitality.

3.

Statement of general purposes

Les Roches is a co-educational school offering higher education programs that is accredited by the New England Commission of Higher Education (NECHE). Les Roches provides instruction in English to students of any race, nationality, sex, color, religion or creed who have successfully completed a full secondary school program.

We expose our students to a broad range of courses covering the inter-related areas of the hospitality industry, by means of theoretical and practical work within the School and by regular periods of internship in recognized hotels, restaurants or related institutions. Students' intellectual abilities are further developed through the general education component of the undergraduate programs.

Our objective is to train and educate students to a level of all round competence, in the varied operations of the hospitality industry. Graduates of Les Roches, having developed competence in a range of technical, organizational and administrative skills, will be able to progress through the ranks of the management hierarchy.

We develop students' abilities to initiate and manage change by confronting them with contemporary issues and challenges that the industry faces today. The international environment at the School promotes awareness and understanding of national and cultural differences and encourages students to work together in a team to improve inter-personal skills. Graduates of Les Roches may therefore embark upon their careers with confidence, armed with knowledge, basic experience and inter-personal skills which allow them to successfully face career challenges.

4. Vision and mission

A. Les Roches' overarching vision and mission

Les Roches' **Vision** is to form visionary leaders in Global Hospitality Education, fearlessly shaping tomorrow's world.

Les Roches' **Mission** is to catalyze a cosmopolitan learning community to develop future leaders in the global hospitality sector, with the ability and confidence to shape a sustainable future.

B. Graduate school mission

Building upon the institutional mission, the Graduate School develops international students who have an undergraduate degree, are in mid-career or who are seeking to make an important career change by providing them with an education that is both academically rigorous and has hospitality operations at its core. Our culturally and academically diverse faculty fosters a learning culture that is focused on the quality of teaching and learning through its engagement in applied research and scholarly pursuits which are designed to develop future leaders for a volatile environment. We ensure this through the development of transferable skills, a high level of scholarship and intellectual honesty. We endeavor to create a spirit of enquiry and lifelong learning in our graduates by encouraging their commitment to excellence and the development of sustainable business practices.

C. Campus mission

Our purpose at the Crans-Montana campus is to provide a positive learning environment that assists students' overall personal development both inside and outside the classroom. The essence of Hospitality is about service, often through teamwork and solidarity with others. Students practice this during the first year whilst in practical food and beverage classes in each of the school's food and beverage outlets, and also while on internship in hotels and restaurants. This theme of hospitality management is also fostered throughout the other academic programs within the school.

The best encapsulation of what the school is trying to accomplish in fostering the hospitality ethos is written on the plaque outside the school entrance: 'Les Roches is not just a school; it is a way of life; a spirit that animates daily your life in Bluche, the spirit of team work, the spirit of solidarity, the spirit of service'.

In all of our planned curriculum and extra curriculum programs, we aim to present the students with the opportunity to experience the spirit of team work, solidarity and service. In this way, the ethos of Hospitality assists overall personal development of the student.

D. General education program mission

The general education program embodies Les Roches' vision of an educated hospitality graduate. Graduates will understand the world they live in and seek to contribute to society; they will appreciate the humanities and the arts and develop their awareness of how science aids our understanding of our lives and our environment. General education at Les Roches includes not only specific general education courses, but also a set of common skills embedded in courses throughout the curriculum and in internships and experiences gained in the implicit curriculum in campus events and activities. Providing knowledge, skills, experiences, and understanding, the general education program offers an educational foundation that assists graduates to reach senior positions in the hospitality sector.

The mission is to broaden students' understanding of the arts, sciences, and social sciences and to support the development of individual common skills that enable students to perform effectively in their future careers and function confidently as members of contemporary society.

5.

Affiliation, accreditation, recognition and memberships

Les Roches has numerous accreditations and professional memberships in various organizations worldwide, signifying its determination to maintain the highest possible educational standards.

A. New England Commission of Higher Education (NECHE)

Les Roches Global Hospitality Education is accredited by the New England Commission of Higher Education (NECHE).

Definition of NECHE's role and mission:

The New England Commission of Higher Education is an independent, voluntary, non-profit, self-governing organization having as its primary purpose the accreditation of institutions of higher education. Through its evaluation activities, the Commission provides public assurance about the educational quality of those institutions that seek or wish to maintain membership, which is synonymous with accreditation.

Institutions of higher education achieve accreditation from the New England Commission of Higher Education by demonstrating they meet the Commission's Standards for Accreditation and comply with its policies. The Standards for Accreditation establish criteria for institutional quality; in addition, the Commission adopts policies that elucidate the Standards, relate to their application, and otherwise ensure that the Commission is current with respect to changing circumstances in higher education and public expectation. Moreover, the Commission expects affiliated institutions to work toward improving their quality, increasing their effectiveness, and continually striving toward excellence. Its evaluative processes are designed to encourage such improvement.

Each of the nine Standards articulates a dimension of institutional quality. In applying the Standards, the Commission assesses and makes a determination about the effectiveness of the institution as a whole. The institution that meets the Standards:

- has clearly defined purposes appropriate to an institution of higher learning;
- has assembled and organized those resources necessary to achieve its purposes;
- is achieving its purposes;
- has the ability to continue to achieve its purposes.

B. State (Canton) of Valais Department of Education

In 2002, the Education Department of the Canton of Valais recognized Les Roches as having degree-awarding status. This was a major step in the school's position within the Swiss Education system.

C. Other recognition/memberships

The following agencies recognize the school:

- Association of Directors of Hotel Schools (EUHOFA)
- Association of Slow Food (Roots)
- Association of Swiss Chefs
- Council on Hotel Restaurant and Institutional Education (CHRIE - USA) and EUROCHRIE (Europe)
- European Council on International Schools (ECIS)
- International Association of Hospitality Management Schools (IAHMS)

6.

Entry requirements

A. Undergraduate programs

A.1 Entry requirements

- Bachelor of Business Administration in Global Hospitality Management
- Bachelor of Business Administration in International Hotel Management
- Diploma in International Hotel Management

1. Min 17.5 years old or above at the entry date.
2. Holding an accredited Secondary Education Diploma (Senior High School level - please refer to the list of qualifications)
3. Proficient in English for Higher Education studies¹

NB:

- Please refer to section B and E for Secondary Educational Qualifications and English Language requirements respectively.
- A student who does not meet one of the above entry criteria may be exceptionally accepted to enter one of the undergraduate programs under specific conditions, according to confirmation of the Admissions Office.
- For students who are unable or unwilling to complete the program originally enrolled, an exit award may be issued as conclusion of their study providing that specific conditions are met. Please refer to the “Exit Award” section for ample details.

A.2 Required admissions documents (common to all undergraduate programs) for a duly completed application

1. A copy of academic credentials (Senior High School Diploma, final official transcript for the full Senior High School cycle or equivalent level). The school accepts documents in English, or one of the Swiss national languages, i.e. French, German and Italian. If not, an official notarized translation in English will be required.
2. A completed application form with all pertinent attachments and an application fee of 275.- CHF
3. Resume (CV): including up-to-date personal profile, academic qualifications, languages spoken, work experience, extra-curricular activities, travel and leadership qualities.

4. English language exam scores (issued in the last 12 months): required for non-native speakers, or those who have not spent the last two years in full time English education prior to intake.
5. Study/Post-Study Plan: A 300-word essay, signed and dated, highlighting experiences, leadership, areas of development, and future aspirations for a career in the hospitality industry, and why the candidate wants to study with Les Roches.
6. Post-Study Statement (for Non-EU citizens): A signed and dated document confirming that the candidate guarantees to leave Switzerland at the end of the study.
7. Letter of Commitment from financial sponsor: A signed, dated letter from the person who will finance the studies guaranteeing his or her responsibility to cover the tuition fees and all other expenses, and compliance with the school financial policy.
8. Parental Consent and Declaration – for any candidate who would not be 18 years old at the start of the program.

A.3 Entry requirements for candidates transferring from other Institutes directly onto either semester 3, 4, 6 or 7 of the Les Roches BBA program

Les Roches may recognize certain credits earned at other accredited institutions and transfer is welcome. Applications are considered on a case-by-case basis for credit acceptance. Admissions department in conjunction with the Academic Dean will review and assess credit transfer and entry point.

Please refer to the “Entry Requirements and Required admissions documents“ (common to all undergraduate programs) for a duly completed application.

1. Unless native English speaker or students who have spent at least the last 2 years in full time English education prior to the intake.

B. Secondary education qualifications (list not exhaustive) permitting entry to the Bachelor Program

- Abitur
- Attestat (Certificate of Secondary - Complete - General Education)
- Baccalauréat
- Bachillerato
- Belgian Certificat D'Enseignement Secondaire Supérieur/Getuigschrift van Hoger Secundair Onderwijs
- Dutch VWO (Wet op het Wetenschappelijk Onderwijs)
- Greek Apolytirion
- High School Diploma (Excluding Vocational High School)
- IB Diploma (min 24 points)
- Maturité/Maturità
- New Zealand National Certificate of Educational Achievement (NCEA) Level 3
- UK - Minimum 2 full A-Levels (GCE's) studied and passed after a successful completion of minimum six IGCSE levels (O'level) or equivalent
- US High School Diploma + IB subjects
- US High School Diploma + SAT 1 and/or AP exams and/or GED exams (min 180 points in all four areas)
- Swedish Slutbetyg

C. Graduate programs

C.1 Entry requirements

C.1.1 Postgraduate Diploma programs

1. Minimum 21 years old and above
2. Holding an accredited Bachelor Degree, ideally with 2 years of professional experience.
3. Proficient in English for Higher Education studies.¹

C.1.2 MBA in Global Hospitality Management

1. Minimum 23 years old and above
2. Holding an accredited bachelor degree with a minimum of 2 years of professional experience.
3. Proficient in English for Higher Education studies.¹

1. Unless native English speaker or students who have spent at least the last 2 years in full time English education prior to the intake.

NB:

- A Bachelor degree or BBA with relevant major, and work experience, preferably in Hospitality, Tourism and/or Management.
- A candidate without hospitality professional experience will be required to attend and complete the Hospitality Immersion Program before officially starting the program.
- Upon successful completion of the Post Graduate Diploma in International Hospitality Management program, a student can proceed into the second semester of the Master of Business Administration in Global Hospitality program on condition that he/she meets the MBA entry requirements. (i.e. age, work experience, etc.).
- Please refer to section E for English Language requirements respectively.

C.2 Required documentation for a duly completed application

1. A copy of academic credentials (Degree, final official transcript for the full degree program). The school accepts documents in English, or one of the Swiss national languages, i.e. French, German and Italian. If not, an official notarized translation in English will be required.
2. A completed application form with all pertinent attachments and an application fee of 275.- CHF
3. Resume (CV): including up-to-date personal profile, academic qualifications, languages spoken, work experience, extra-curricular activities, travel and leadership qualities.
4. English language exam scores (issued in the last 12 months): required for non-native speakers, or those who have not spent the last two years in full time English education prior to intake.
5. Study/Post-Study Plan: A 300-word essay, signed and dated, highlighting experiences, leadership, areas of development, and future aspirations for a career in the hospitality industry, and why the candidate wants to study with Les Roches.
6. Post-Study Statement (for Non-EU citizens): A signed and dated document confirming that the candidate guarantees to leave Switzerland at the end of the study.
7. Letter of Commitment from financial sponsor: A signed, dated letter from the person who will finance the studies guaranteeing his or her responsibility to cover the tuition fees and all other expenses, and compliance with the school financial policy.

D. Intensive Hospitality English Language Program (IHELP)

The IHELP is only offered in conjunction with one of the Hospitality related programs for candidates who do not have the minimum required English Language entry level for the Hospitality programs.

Entry requirements are the same as for the Hospitality programs except for the English Language requirement. Please refer to the English Language Equivalency table here below.

E. English Language Equivalency Table

Please find here below the minimum required English language entry level for each program effective as of January 2020.

Programs	TOEFL First grade being the paper based/second the internet based. The Les Roches TOEFL testing code number is 9827. Please mention this code number when you register for a test.	IELTS IELTS - has 4 subcomponents (Writing, Reading, Speaking, Listening). Each subcomponent can be 0.5 less than the required average but not lower.	Cambridge FCE/CAE First Certificate Exam (FCE)- Cambridge Advanced Exam (CAE). Please also provide statement of results.
IHELP6	Available for all programs provided that the candidate's English level is equivalent to 0.5 IELTS score below the level required by the program.		
BBA/Diploma semester 1 and 3	525/70	Average 5.5	FCE: grade C
BBA/Diploma direct entry	550/80	Average 6.0	FCE: grade A CAE: grade C
MBA/PG/ PD Diploma	550/80	Average 6.0	FCE: grade A CAE: grade C

F. Miscellaneous

F.1 Students with learning differences

Les Roches will assist students with learning differences in assessing their potential to enter and succeed at the school. The physical nature of service or kitchen practical arts courses requires students to be able to perform a wide range of duties similar to those performed in the industry. Students with certain learning differences, such as dyslexia, are accommodated with appropriate support, additional time to complete examinations and special test conditions. Applicants should indicate clearly such conditions prior to acceptance. Eligibility of acceptance will be analyzed accordingly by the school's supporting personnel. The candidate may write to the School for further information by providing official documentation detailing the diagnosis.

F.1.1 Academic Support policy

Academic support provision

- The support available is limited and dependent on supporting documented evidence of a specific learning difference, sent to the school prior to students' arrival or as soon after check-in as possible
- All documentation received and any study related issues can be discussed in confidence with the Academic Support Coordinator
- All forms of support and assistance are initially assessed and arranged through discussions with the Academic Support Coordinator
- Regular meetings can be arranged with the Academic Support Coordinator in order to assist students with planning their work, time management and the best way to study their course
- Students are encouraged to be pro-active accessing the support available to them and are expected to relate any change and/or concerns in their needs for support to the Academic Support Coordinator at the earliest opportunity
- Alternative exam arrangements are to be discussed with the Academic Support Coordinator and may include some of the following: extra time in exams (25%), use of a laptop, reader, scribe/Amanuensis

However, it must be stressed that due to the nature of certain assessments and scheduling issues, it is not possible to provide alternative exam arrangements for all exams and each case will be discussed individually with the Academic Support Coordinator.

Academic Support works with the Health & Wellbeing Department, Student Affairs and academic departments to co-ordinate a range of support aimed at ensuring students with specific learning differences can achieve their potential. Support does not guarantee success, but is there to facilitate access to the opportunities for success. In addition, Academic Support cannot provide a level of support that students may have previously experienced in the high school environment and therefore encourages students to take responsibility for their own learning and become competent independent learners.

F.2 Progression policy

Each semester, students are provisionally enrolled for the following semester according to the program structure and sequence to ensure the continuity of planning. The actual progression status will be confirmed by the Progression/Awards Board at the end of each semester. The progression sequence cannot be changed at the discretion of the students. This includes the intention to apply for a postponement or exemption of a curricular internship, due to the fact that internship semester is credit bearing with specific learning outcome to be met as a milestone before the start of the next enrolment level. Internship postponement will not be considered unless mitigating circumstances are submitted in time and accepted by the Career Services Department. Students may refer to the pertinent non-academic rules and regulations available on campus.

To maintain academic continuity and in respect to the originally planned completion timeline, Leave of Absence is not encouraged or automatically accepted. In case of personal reason, a Leave of Absence may be requested in writing with clear justification to the Academic Administration office, where approval, further instructions and guidance can be obtained. It is recommended that a Leave of Absence should not have a continuous duration of more than two years and the maximum cumulated duration not longer than the length of the program from initial enrolment until graduation. Extra-curricular work experience gained during a leave of absence will not automatically be validated as an internship. During Leave of Absence, the student will not bear the status of an active student and therefore must assume the resulting administrative procedures, such as: B-permit cancellation, restriction of work experience opportunities in certain regions, need of applying for new student visa application (if applicable) and private insurance cover, etc.

Any intention of transfer, postpone or withdrawing the following semester's enrolment, must be expressed in writing to academics@lesroches.edu at least 6-8 weeks before the tuition payment deadline of the concerned semester to obtain approval and guidance. Lack of or delayed written request may result in the charge of a late cancellation fee. Further details may be found in the "fees and other expenses" document on the school website.

F.3 Withdrawal from the School

Students are encouraged to complete the running semester and all scheduled assessments, in order to obtain the relevant grades and credits even if a withdrawal from the program is inevitable. However, if necessary, an early departure before the completion of the academic and/or Practical Art semester can be requested by the student and a departure be planned after having completed the Exit Interview and the Early Check-out Procedure, with the departure date approved by the campus management. Students on internship semester (if applicable) will need to inform the Career Services Department in writing as soon as the circumstance occurs and if it deems acceptable, receive approval and instruction before withdrawing from their internship. Fees may not be refundable depending on the time of confirmation and the reason of departure. The validity of the semester is dependent upon the time of the withdrawal and the confirmation of the Progression/Award Board at the end of the relevant semester.

7.

Calendar 2020.1

Short-term and Pre-programs					
New to the campus	*Registration (first day at school)	** Break (N/A: not applicable)	* End date (last day at school)	Program related specifics	
IHELP 6	4 January, 2020	N/A	14 February, 2020	Continuation subject to program success	
HIP	30 January, 2020			Hospitality Immersion Program	
Undergraduate Programs					
New to the campus	*Registration (first day at school)	** Break	* End date (last day at school)	Program related specifics	
BBA 1 / Diploma 1 - ALL	10 February, 2020	13-19 April, 2020 Class resumes on 20 April, 2020	10 July, 2020	English Entrance Exam: 12 February, 2020 (only for concerned students)	
BBA 3 / Diploma 3 - Direct Entry	13 February, 2020		13-19 April, 2020 Class resumes on 20 April, 2020	19 June, 2020	English Entrance Exam: 17 February, 2020 (only for concerned students)
BBA 4 / Diploma 4 - Direct Entry					
BBA 6 - Direct Entry					
BBA 7 - Direct Entry					
BBA 7 - Direct Entry	26 June, 2020	Graduation Ceremony: 26 June 2020			
Return to the campus	* Registration (first day at school)	** Break	* End date (last day at school)	Program related specifics	
BBA 3 / Diploma 3	15-16 February, 2020	13-19 April, 2020 Class resumes on 20 April, 2020	19 June, 2020		
BBA 4 / Diploma 4					
BBA 6 / GB 5					
BBA 7 / GB 7					26 June, 2020
Graduate Programs					
New to the campus	* Registration (first day at school)	** Break	* End date (last day at school)	Program related specifics	
MBA I	13 February, 2020	13-19 April, 2020 Class resumes on 20 April, 2020	19 June, 2020	English Entrance Exam: 17 February, 2020 (only for concerned students) Graduation Ceremony: 26 June 2020 (not applicable to MBA I program)	
MBA II (from branch campuses)			26 June, 2020		
PGD I					
Return to the campus	*Registration (first day at school)	** Break	*End date (last day at school)	Program related specifics	
MBA II	15-16 February, 2020	13-19 April, 2020 Class resumes on 20 April, 2020	26 June, 2020	Graduation Ceremony: 26 June 2020	

* *Registration (first day at school): the required arrival date on campus. All activities scheduled for this date and onwards are compulsory.
End date (last day at school): subject to variation due to exam scheduling.
- Students may not leave the campus prior to the completion of all courses, exams and the check-out procedure*

** *During semester break, all campus residential facilities remain operational.
Special opening hours of certain offices and outlets may apply to facilitate daily life.
Late returning after semester break is not tolerated due to class/exam scheduling.*

Les Roches reserves the right to make changes to these dates.

8.

Calendar 2020.2

Short-term and Pre-programs					
New to the campus	*Registration (first day at school)	** Break (N/A: not applicable)	* End date (last day at school)	Program related specifics	
Summer Experience (18-26 years old)	28 June, 2020	N/A	5 July, 2020	One week at Crans-Montana campus	
			12 July, 2020	Two weeks at Crans-Montana campus	
Summer Discovery (15-17 years old)	12 July, 2020		19 July, 2020	One week at Crans-Montana campus	
			26 July, 2020	Two weeks at Crans-Montana campus	
IHELP 6	18 July, 2020		28 August, 2020	Continuation subject to program success	
HIP	20 August, 2020		4 September, 2020	Hospitality Immersion Program	
Undergraduate Programs					
New to the campus	* Registration (first day at school)		** Break	* End date (last day at school)	Program related specifics
BBA 1 / Diploma 1 - ALL	31 August, 2020	19 December, 2020 - 3 January, 2021	5 February, 2021	English Entrance Exam: 2 September, 2020 (only for concerned students)	
BBA 3 / Diploma 3 - Direct Entry	3 September, 2020		Campus reopens on 2 January, 2021 - 15:00	15 January, 2021	English Entrance Exam: 7 September, 2020 (only for concerned students)
BBA 4 / Diploma 4 - Direct Entry					
BBA 6 - Direct Entry					
BBA 7 - Direct Entry					
Return to the campus	* Registration (first day at school)		* End date (last day at school)	Program related specifics	
BBA 3 / Diploma 3	5-6 September, 2020	Class resumes on 4 January, 2021	15 January, 2021		
BBA 4 / Diploma 4					
BBA 6					
BBA 7 / GB 7					22 January, 2021
Graduate Programs					
New to the campus	*Registration (first day at school)	** Break	* End date (last day at school)	Program related specifics	
MBA I / MHSDT I	3 September, 2020	19 December, 2020 - 3 January, 2021	15 January, 2021	English Entrance Exam: 7 September, 2020 (only for concerned students) Graduation/Ceremony: TBC (not applicable for MBA I/MHSDT I program)	
MBA II (from branch campuses)			22 January, 2021		
PGD I			Campus reopens on 2 January, 2021 - 15:00		
Return to the campus	* Registration (first day at school)		* End date (last day at school)	Program related specifics	
MBA II	5-6 September, 2020	Class resumes on 4 January, 2021	22 January, 2021	Graduation Ceremony: TBC	

* *Registration (first day at school): the required arrival date on campus. All activities scheduled for this date and onwards are compulsory. End date (last day at school): subject to variation due to exam scheduling.*

- *Students may not leave the campus prior to the completion of all courses, exams and the check-out procedure*

** *During winter break, all campus residential facilities will be closed until the reopening date.*

Personal belongings not needed during break may be kept in the room.

Late returning after semester break is not tolerated due to class/exam scheduling.

Les Roches reserves the right to make changes to these dates.

9.

Academic programs

A. Diploma in International Hotel Management (only on offer at Shanghai campus)

The Les Roches Jin Jiang Diploma in International Hotel Management combines theoretical and practical courses in class with a professional internship in the hospitality industry. Based upon the firm conviction that theoretical and practical knowledge and industry experience have to grow in harmony, the programs divide the student's schedule between two facets: academic semesters with practical components and internships in the hospitality industry. Each theoretical course consists of 45 direct contact hours with the lecturer / instructor and for each of the craft-based learning subjects (CBL) 190 direct contact hours with the lecturer / instructor. The Les Roches Jin Jiang Career Development and Industry Placement department on campus assists students individually by helping them to secure adequate internship positions.

A.1 Program objectives

The aim of the program is to prepare students to confidently enter the hospitality industry upon graduation. The program educates students in craft-based learning environments in order for them to acquire the appropriate operational and supervisory skills, knowledge and attitudes for their personal and professional goals.

Alternatively students can progress to further studies.

Learning outcomes

By the end of the program students will be able to:

1. Perform effectively in a variety of hospitality operational settings.
2. Understand the economic significance and influence of the global hospitality industry.
3. Use the knowledge they have gained to develop competences in an entry management setting.
4. Apply common skills enhancing effectiveness in a personal and professional context.
5. Contribute to both society and the work place.

A.2 Program content

Semester 1 Hotel Management 1

Course No.	Course Name	Credits
Innovation, Entrepreneurship and Communication		
ENT 1332	Introduction to Entrepreneurial Design	1
FBP 1301	The World of Oenology	1
FIN 1371	Numerical Skills for the Hospitality Professional	1
GEN 1331	Professional Communication Skills	2
And 1 Elective course as required:		
GEN 1134	Essential English or	3
GEN 1146	French 1 or	3
GEN 1153	Spanish 1	3
(If there are sufficient demands, other levels of the foreign language options can be provided)		
From the Farm to the Table		
FBP 1302	Fine Dining Service	2
FBP 1303	Fine Dining Kitchen	2
Guest Relations and Hotel Operations		
RDM 1326	Front Office Practical and Property Management Systems	1.5
RDM 1327	Concierge and Guest Relations	0.5
RDM 1328	Rooms Division in Hospitality	1
RDM 1329	Housekeeping Operations	1
Skills and Techniques in Food and Beverage		
FBP 1304	Pastry, Bakery and Chocolate Atelier	1
FBP 1305	International Cuisine, Catering and Banqueting	2
FBP 1306	Mixology, Bar and Barista	1
Restaurant Laboratory		
FBP 1307	Innovative Restaurant Concepts	2
FBP 1308	Street Food	1
FBP 1309	Cleaning Science and Stewarding in Sustainable Practice	1
Total credits		24

Academic Programs

Semester 2 Hotel Management 2

Course No.	Course Name	Credits
FIN 2172	Hospitality Financial Accounting	3
HRM 2178	Managing Diversity in the Global Workplace	3
MKT 2182	Marketing for the Hospitality Industry	3
MKT 2183	Consumer Behavior	3
GEN 2134	Academic Communication Skills	3
GEN 2199	Fundamentals of Data Analysis and Visualization	3
And 1 Elective course as required:		
GEN 2133	Professional English (as per tested level) or	3
GEN 2147	French 2 or	3
GEN 2152	Mandarin 1 or	3
GEN 2154	Spanish 2	3
(If there are sufficient demands, other levels of the foreign language options can be provided)		
Total credits		21

Semester 3

Course Name	Credits
Internship	10
Total credits	10

Semester 4 Hotel Management 4

Course No.	Course Name	Credits
FBM 3196	Food and Beverage Management	2
FIN 3173	Hospitality Managerial Accounting	3
HRM 3178	Leading Teams to Success	2
MKT 3183	Digital Marketing and Sales	2
RDM 3130	Rooms Inventory and Control Management	3
RDM 3131	Hospitality Facilities Management	3
GEN 3199	Fundamentals of Economics	3
And 1 Elective course as required:		
GEN 3148	French 3 or	3
GEN 3156	Spanish 3 or	3
GEN 3157	Mandarin 2	3
(If there are sufficient demands, other levels of the foreign language options can be provided)		
Total credits		21

Semester 5

Course Name	Credits
Internship	10
Total credits	10
Total credits for Diploma in Hotel Management	86

B. Exit Award (only on offer at Shanghai campus)

For students who are unable or unwilling to complete the full program as originally enrolled, except those being dismissed (suspended, expelled) for disciplinary reasons, an exit award may be issued as conclusion of their study, together with the final transcript if the following procedures and conditions are satisfied:

1. Having sent a written confirmation to the academic office regarding the decision to withdraw from the enrolled program permanently and the intention to claim the relevant exit award.
2. Having satisfied the progression requirements of the relevant semesters and obtained the credits.
3. Having cleared all admission, financial and legal obligations towards the school.

The following exit awards are available depending on the academic achievement.

Award	Credits	Description
Certificate	55	Exit award of the Diploma program, having met the progression regulations of the Hotel Management 1, 2 and 3 semesters.

C. Bachelor of Business Administration in Global Hospitality Management

The Bachelor of Business Administration in International Hotel Management is a 7-semester, full-time degree program, open to students who successfully meet the admission requirements.

Students enrolled under “Diploma” category follow the same BBA curriculum structure, the equivalent progression sequence, and all the policies, rules and regulations applicable to the BBA program. At the start of the 4th semester, the average of the previous two taught semesters will be calculated. An average over 75% will enable the student to be converted to BBA 4 and thereafter, follow the provisional enrolment for the following semesters automatically until BBA 7. For those whose average is below 75%, the continuation of the degree final year study (BBA 6 and 7) will be subject to other conditions such as restriction on internship postponement, submission of study intention with sponsor’s agreement and etc. The school reserves the right to adjust and modify the conditions on a semester by semester basis. Detailed conditions will be communicated by the Registrar in writing to each student at the start of the 4th semester.

The final 2 semesters of study develop strategic and management skills that are both relevant to the industrial setting in which students are destined to work and are a prerequisite for possible postgraduate studies at a later date. There are 122 credits or 125 credits for honors degree in the full 3.5 year program. Three separate specializations/awards are offered to students to allow them to develop areas of special interest.

C.1 Program objectives

The aim of the BBA program is to prepare students for a range of operational and management careers in the International Tourism and Hospitality Industry. Building on their operational skills and knowledge the program further develops generic management theories and competencies using a range of teaching and learning processes.

Learning outcomes

On completion of the program, graduates should be able to:

1. Demonstrate autonomy, integrity and resilience in working towards realizing their personal, professional and academic potential.
2. Critically apply central theories and concepts of Hospitality Management in international business contexts.
3. Exhibit the intellectual and digital agility required for leadership in a multi-cultural industry.
4. Manage cross-cultural challenges encountered in a global corporate environment.
5. Use the full range of Les Roches undergraduate competencies confidently and effectively.

C.2 Program content

Semester 1

Course No.	Course Name	Credits
Innovation, Entrepreneurship and Communication		
ENT 1332	Introduction to Entrepreneurial Design	1
FBP 1301	The World of Oenology	1
FIN 1371	Numerical Skills for the Hospitality Professional	1
GEN 1331	Professional Communication Skills	2
And 1 Elective course as required:		
GEN 1134	Essential English or	3
GEN 1146	French 1 or	3
GEN 1149	German 1 or	3
GEN 1153	Spanish 1	3
(If there are sufficient demands, other levels of the foreign language options can be provided)		
From the Farm to the Table		
FBP 1302	Fine Dining Service	2
FBP 1303	Fine Dining Kitchen	2
Guest Relations and Hotel Operations		
RDM 1326	Front Office Practical and Property Management Systems	1.5
RDM 1327	Concierge and Guest Relations	0.5
RDM 1328	Rooms Division in Hospitality	1
RDM 1329	Housekeeping Operations	1
Skills and Techniques in Food and Beverage		
FBP 1304	Pastry, Bakery and Chocolate Atelier	1
FBP 1305	International Cuisine, Catering, Banqueting and Receptions	2
FBP 1306	Mixology, Bar and Barista	1
Restaurant Laboratory		
FBP 1307	Innovative Restaurant Concepts	2
FBP 1308	Street Food	1
FBP 1309	Cleaning Science and Stewarding in Sustainable Practice	1
Total credits		24

Academic Programs

Semester 2 (Internship 1)

Course No.	Course Name	Credits
INT 2208	Professional Development I	5
INT 2209	Reflection on Practice I	5
Total credits		10

Semester 3

Course No.	Course Name	Credits
ENT 2133	Principles of Sustainability and Innovation	3
FIN 2172	Hospitality Financial Accounting	3
HRM 2178	Managing Diversity in the Global Workplace	3
MKT 2182	Marketing for the Hospitality Industry	3
GEN 2134	Academic Communication Skills	3
GEN 2199	Fundamentals of Data Analysis and Visualization	3
And 1 Elective course as required:		
GEN 2147	French 2 or	3
GEN 2150	German 2 or	3
GEN 2154	Spanish 2	3
(If there are sufficient demands, other levels of the foreign language options can be provided)		
Total credits		21

Semester 4

Course No.	Course Name	Credits
FBM 3196	Food and Beverage Management	2
FIN 3173	Hospitality Managerial Accounting	3
HRM 3178	Leading Teams to Success	2
MKT 3183	Digital Marketing and Sales	2
RDM 3130	Rooms Inventory and Control Management	3
RDM 3131	Hospitality Facilities Management	3
GEN 3199	Fundamentals of Economics	3
And 1 Elective course as required:		
GEN 3148	French 3 or	3
GEN 3151	German 3 or	3
GEN 3156	Spanish 3 or	3
GEN 3155	Italian 1 or	3
GEN 3152	Mandarin 1	3
(If there are sufficient demands, other levels of the foreign language options can be provided)		
Total credits		21

Semester 5 (Internship 2)

Course No.	Course Name	Credits
INT 5208	Professional Development II	5
INT 5209	Reflection on Practice II	5
Total credits		10

Semester 6

All specializations

Course No.	Course Name	Credits
FIN 4271	Hospitality Financial Management	3
HRM 4277	People and Talent Management	2
MM 4197	Models for Problem Solving and Decision Making	2
MKT 4287	Customer Relationship Management	2
RDM 4134	Revenue and Pricing Management	3
GEN 4191	Data Analytics for Business Optimization	3
And 1 Elective course as required:		3
Total credits		18

Semester 7

Hospitality Entrepreneurship specialization

Course No.	Course Name	Credits
ENT 5232	Innovation in Hospitality and Tourism	3
ENT 5233	Projects, Ethics and Legal Considerations	3
ENT5234	Hospitality Forecasting and Modeling	3
MKT 5283	Digital Marketing and Content Creation	3
Total credits for specialization		12
And 2 Electives courses (1 Elective course for honors students) as required:		3/6
Total credits		15/18
DIS 5209	Dissertation (compulsory for Honors Degree)	6
Total credits for Honors Degree		21

Academic Programs

Digital Marketing Strategies specialization

Course No.	Course Name	Credits
MKT 5282	Innovative Sales Strategies	3
MKT 5285	Marketing 4.0	3
MKT 5286	Global Strategic Marketing	3
MKT 5287	Digital Marketing and Media Engagement	3
Total credits for specialization		12
And 2 Electives courses (1 Elective course for honors students) as required:		3/6
Total credits		15/18
DIS 5209	Dissertation (compulsory for Honors Degree)	6
Total credits for Honors Degree		21

Hotel Financial Performance Management specialization

Course No.	Course Name	Credits
FIN 5271	Performance Management	3
FIN 5272	Corporate Financial Decision Making	3
FIN 5273	Global Financing and Risk Management Strategies	3
FIN 5274	Hospitality Finance Forecasting and Modeling	3
Total credits for specialization		12
And 2 Electives courses (1 Elective course for honors students) as required:		3/6
Total credits		15/18
DIS 5209	Dissertation (compulsory for Honors Degree)	6
Total credits for Honors Degree		21

D. Exit award

For students who are unable or unwilling to complete the full program as originally enrolled, except those being dismissed (suspended, expelled) for disciplinary reasons, an exit award may be issued as conclusion of their study, together with the final transcript if the following procedures and conditions are satisfied:

1. Having sent a written confirmation to the academic office regarding the decision to withdraw from the enrolled program permanently and the intention to claim the relevant exit award.
2. Having satisfied the progression requirements of the relevant semesters and obtained the credits.
3. Having cleared all admission, financial and legal obligations towards the school.

The following exit awards are available depending on the academic achievement.

Award	Credits	Description
Associate Degree	61	Exit award of the BBA program, having met the progression regulations of the first two taught semesters, gained minimum six (6) credits from the third taught semester and passed the required internship
Diploma	86	Exit award of the BBA program, having met the progression regulations of the first three taught semesters and passed the required internships

E. Hospitality Immersion Program

The Hospitality Immersion Program is a two-week program designed to develop supervision and management skills in the context of hospitality operations. If you do not have prior experience in hospitality, you will be required to enroll on this program prior to beginning your graduate studies (MBA or PGDIP). This program includes the following non-credit-granting courses.

Two week program

Course No.	Course Name	Credits
HIP 01	Hospitality in Context	0
HIP 02	Food and Beverage Operations Management	0
HIP 03	Rooms Division Operation Management	0
Total credits		0

F. Postgraduate Diploma in International Hospitality Management

The Postgraduate Program aims to enhance the knowledge and skills of its perspective students in international hospitality. The program consists of one academic semester plus an additional six-month period in an industry internship. The program includes a mixture of hospitality and business management theoretical courses coupled with active learning practices and an industry related field trip.

F.1 Program objectives

The aim of the Postgraduate Program is to expose students with the intention of changing career, to hospitality management issues and the range of strategic choices facing today's leaders providing them with the necessary skills to make informed decisions.

F.2 Program content

Semester 1

Course No.	Course Name	Credits
P5010	Hospitality Leadership and Organizational Behavior	3
P5011	Hospitality Finance and Performance Management	3
P5013	Services Marketing in a Digital Age	3
P5014	Entrepreneurship and Business Modelling	3
P5015	Hospitality Revenue Management	3

And 2 Electives courses as required

(a minimum number of students are required for each Elective to be made available):

P5020	Design and Facilities Management	2
P5021	Talent Management in Hospitality	2
P5022	Event Management	2
P5023	Innovation Through Design and Agile Thinking	2

Total credits	19
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Semester 2

Course No.	Course Name	Credits
P5050	Internship - Research and Reflection	8
P5051	Internship - Employer Validation	1
Total credits		28

Learning outcomes

By the end of the program the student will be able to:

1. Develop, adapt and implement critical and transferable skills and concepts in an international hospitality management and managerial environment.
2. Evaluate, and communicate managerial decisions appropriately and effectively in an international context.
3. Evaluate complex hospitality issues and apply appropriate solutions utilizing relevant hospitality industry knowledge in a critical manner.
4. Internalize and exhibit appropriate values in terms of organizing, facilitating and co-operating in a multi-cultural team context.
5. Demonstrate a high standard of personal professional commitment and ethics appropriate for an international hospitality career.
6. Exhibit initiative, originality and the ability to adapt and respond effectively and appropriately to a changing environment with an understanding of sustainable concepts.

G. MBA in Global Hospitality Management

This program has been designed to prepare and support students who wish to develop their career in hospitality management. The MBA consists of two semesters of study each with courses covering hospitality and strategic issues in the 21st century. These courses build together into a comprehensive program of advanced study culminating in the submission of a dissertation. It is intended to benefit participants who already have hospitality management experience, and has been designed with an emphasis on the practical application of theory to the problems of management in both smaller and larger hospitality businesses.

The two study trips (USA, China) also add to the global experience of the MBA program.

G.1 Program objectives

The aim of the MBA program is to develop young professionals into more effective individuals so that they are able to progress to senior managerial positions. Through its industry relevant and academically grounded curriculum, the program will challenge students so that they become 'reflective' individuals, empowered to meet the challenges of ambitious and wide-ranging career aspirations.

Learning outcomes

By the end of the program the student will be able to:

1. Apply critical evaluative skills when considering novel concepts within the fields of hospitality marketing or finance.
2. Demonstrate an understanding of cross-cultural issues in their approach to research, academic theories and business environment.
3. Manage change, challenge theories and to continuously strive to achieve excellence.
4. Use innovative thinking and apply analytical skills to further their personal career goals.
5. Be autonomous self-managing professionals setting high standards in their work environment

G.2 Program content

Semester 1

Course No.	Course Name	Credits
M6122	Strategic Marketing and Sales in the Hospitality Industry	3
M6127	Hospitality Financial Management and Budgeting	3
M6128	Leadership and Organizational Effectiveness	3
M6129	Business Modeling, Innovation and Entrepreneurship	3
M6242	Hospitality Demand and Revenue Management	3
2 courses from the Electives as required		
(a minimum number of students are required for each Elective to be made available):		
M6123	Sustainable Development in Hospitality	2
M6134	Managing Organizational Development and Change	2
M6135	Hospitality and the Digital Disruption	2
M6136	The Economics of Hospitality	2
Total credits		19

Semester 2

Course No.	Course Name	Credits
M6125	Uncertainty, Data Analytics and Critical Thinking	3
M6126	Strategy and the Value Creation	3
M6137	Managing Destinations' Competitiveness	3
M6246	Corporate Finance and Shareholder Value	3
M6251	Consultancy Project	3
3 courses from the Electives as required		
(a minimum number of students are required for each Elective to be made available):		
M6245	Managing Real Estate and Properties	2
M6247	Investment Strategies for Financial Markets and Asset Management	2
M6248	Customer Behavior and Insights	2
M6249	Luxury Branding and Lifestyle Management	2
M6256	Hospitality Business Transformation and Digital Integration	2
Total credits		21
Total credits for MBA degree		40

H. Intensive Hospitality English Language Program (IHELP 6)

This program prepares students who lack the formal English entry standards required for entry into the hospitality programs at Les Roches. The 6 week program focuses on Intensive English learning in small groups and include aspects of Hospitality and Tourism.

H.1 Program Objectives

The aim of the Intensive Hospitality English program is to provide students with relevant skills in English language, comprehension, listening and speaking for entry into any of our programs. It also aims to introduce students to hospitality; raising cultural awareness in preparation for further studies at Les Roches.

H.2 Program content

Semester 1

Course No.	Course Name
ENG E631	English Skills
ENG E632	Listening and Speaking
ENG E633	Reading and Writing
ENG E634	English for Hospitality
ENG E635	Hospitality Projects
ENG E636	Skills for Success
ENG E637	Culture and Tourism

Learning outcomes

By the end of the program the student will be able to:

1. Write papers with the necessary skills to achieve accuracy.
2. Express themselves orally with confidence.
3. Understand reading texts and recognize different approaches to writing.
4. Understand the general meaning and key information in spoken contexts.
5. Show an awareness of a variety of cultural perspectives.

I. General Education

To broaden students' understanding of the arts, sciences, and social sciences and to support the development of individual common skills that will enable students to perform effectively in their future careers and function confidently as members of contemporary society.

I.1 Program objectives

This mission can be further expressed in these goals:

1. To provide an introduction to the arts and humanities, sciences, technology, mathematics, and social sciences.
2. To foster individual development.
3. To develop cultural awareness and understanding.
4. To develop skill in critical thinking.
5. To foster understanding of the roles and responsibilities of citizenship in the global community.
6. To motivate and enable students to be lifelong learners, capable of adapting to the changing demands of work and society.

I.2 Program content

Arts and Humanities

Course No.	Course Name
GEN 1331	Professional Communication Skills
GEN 1134	Essential English
GEN 2134	Academic Communication Skills
GEN 1146	French 1
GEN 1149	German 1
GEN 1153	Spanish 1
GEN 2147	French 2
GEN 2150	German 2
GEN 2154	Spanish 2
GEN 3148	French 3
GEN 3151	German 3
GEN 3156	Spanish 3
GEN 3155	Italian 1
GEN 3152	Mandarin 1
GEN 4126	Ethics in Society
GEN 5223	Spaces, Symbols and Relationships

Program outcomes

By the end of the program the student will be able to:

1. Use the English language fluently and accurately and communicate effectively.
2. Understand and use applications of technology appropriate to a variety of academic and professional contexts.
3. Employ the skills of information literacy: conduct inquiries and research, reflect critically on the resulting information, and use it appropriately.
4. Relate theory to practice.
5. Understand the principles, processes, and structures of science and apply scientific methodologies.
6. Understand and use a foreign language in written and spoken contexts.
7. Demonstrate respect for contemporary cultures and languages other than one's own.
8. Respond critically to works in the arts and humanities.
9. Interpret contemporary issues in relation to their historical perspectives.
10. Examine social and political issues within global perspectives.
11. Be aware of and reflect on his/her personal development.

Maths, Science, Technology

Course No.	Course Name
FIN 1371	Numerical Skills for the Hospitality Professional
GEN 2199	Fundamentals of Data Analysis and Visualization
GEN 4191	Data Analytics for Business Optimization
GEN 5222	The Science and Culture of Gastronomy
MM 4197	Models for Problem Solving and Decision Making

Social Sciences

Course No.	Course Name
GEN 3199	Fundamentals of Economics
GEN 4107	Research Methods
GEN 4211	Culture, Society and Diversity
GEN 5220	Politics and International Affairs
GEN 5221	People, Conflict and Negotiation

Professional Development

Course No.	Course Name
INT 2208	Professional Development I
INT 2209	Reflection on Practice I
INT 5208	Professional Development II
INT 5209	Reflection on Practice II
P5050	Internship - Research and Reflection
P5051	Internship - Employer Validation

Les Roches reserves the right to make minor alterations in the course offerings without prior notification.

10.

Course descriptions

A. Diploma in International Hotel Management and Bachelor of Business Administration in Global Hospitality Management

BBA 1

Innovation, Entrepreneurship and Communication

ENT 1332 Introduction to Entrepreneurial Design

This course will offer students in insight into the approaches of an entrepreneurial mind-set. The students will develop their observation, problem solving and presentation skills, exploring how visual thinkers, strategists and storytellers confront problems. Working in small teams, they will design and evaluate solutions to real-world problems from ideation to formation and persuasion of stakeholders.

FBP 1301 The World of Oenology

This course is a full immersion in the universe of wines. It will include historical factors and current tendencies, producing countries and best wine regions in the world. In addition, students will learn about the main grape varieties, and the traditions and cultures surrounding wine. Students will discover the importance of the environment, different aspects used in viticulture and the wine making process. They will learn different ways to produce white, red, rosé, sparkling, sweet, and fortified wines. Also, they will get basic knowledge about wine tasting and how to pair wine with food.

From the Farm to the Table

FBP 1302 Fine Dining Service

During this course students will discover the service in a fine dining and bistro-style restaurant, using local, ecological and seasonal products. Through this hands-on experience, students will progressively be able to accompany the whole guest experience, from the greeting to the farewell in a real-life environment, open to outside customers.

FBP 1303 Fine Dining Kitchen

This course will immerse students in the unique universe of a fine dining kitchen, with its focus on high end products and attention to detail. During this course students will have a hands-on cooking experience in a bistro-style “à la carte” restaurant. Through this experience they will learn how to prepare recipes with ecological and seasonal products from local suppliers in an establishment open to the public.

Guest Relations and Hotel Operations

RDM 1326 Front Office Practical and Property Management Systems

The Front Office practical course considers the role of customer care within the hotel and particularly within the Reception environment. The importance of close communication and co-operation between the Front Office and other hotel departments is stressed. In addition, students will have the opportunity to develop practical skills required of operational staff in Front Office. These skills will be practiced in the simulated reception area.

The students will be introduced to a Property Management System (PMS) with a view to employing the system at the Front Office practical reception as well as for a possible Front Desk internship.

RDM 1327 Concierge and Guest Relations

The roles of the concierge and guest relations are a key component of the guest experience in hospitality. In this course students will gain an understanding of these complex and demanding roles and have the opportunity to experience a real working environment, completing tasks and interacting with internal and external clients. They will learn to respond creatively in meeting specific guest requests and developing tailor made itineraries.

RDM 1328 Rooms Division in Hospitality

The Rooms Division in Hospitality course aims to provide students with a general introduction to the hospitality industry and to the various departments of a hotel, in particular, the Rooms Division Front Office, covering all aspects of the Guest Cycle. Students discover the importance of guest relations within the service industry as well as the necessary knowledge required to work in the Front Office department of a hospitality operation. Through these classes, they will learn of the various procedures which take place at the Front Desk and will be able to apply this theory in their Front Office practical classes.

RDM 1329 Housekeeping Operations

This practical housekeeping course will provide the detailed analysis of the policies, security measures, and procedures utilized in managing the housekeeping department of a deluxe modern hotel. The student will explore the daily housekeeping and cleaning service of a guestroom. Change of bed linen, how to make hospital corners, and day and turndown service. The student focus on room set-up standards and customer care within the housekeeping environment. Each student will focus on the preparation for a VIP arrival and a detailed inspection of the guestroom. These skills will be developed in the housekeeping mock-up rooms.

Skills and Techniques in Food and Beverage

FBP 1304 Pastry, Bakery and Chocolate Atelier

This course is designed to give students an introduction to pastry, chocolate and bakery operations. Students will learn to follow recipes and use their senses, understanding the need to be attentive to the sights, sounds, smells and tastes of the pastry kitchen. Practical classes will develop their knowledge of ingredients, physical and chemical reactions during processing, basic techniques as well as usage of equipment and machinery. Through demonstrations, briefings, team work and individual assessments, students will develop self-sufficiency, communication, leadership skills, creativity and team spirit.

FBP 1305 International Cuisine, Catering, Banqueting and Receptions

During this combined kitchen and service course, students will learn both the foundations of preparing quality fresh food in large volumes and how to be organized, communicative and observant in a large-scale self-service operation. Students will prepare food with a variety of ingredients and discover how to use them in a changing daily menu exploring world and vegetarian cuisine. They will evaluate and prepare dishes according to special dietary requirements for clients with food allergies. In service, they will learn to manage queue flow in a high paced environment, to anticipate, observe and respond to guest needs, and to serve at cocktail receptions.

FBP 1306 Mixology, Bar and Barista

This course explores the world of the beverages and managing bar operations. Students will have the opportunity to work in two different bar environments and discover various trends and methods in preparing hot and cold drinks and mixology. They will develop their knowledge and skills in presenting, promoting and serving wines, spirits, cocktails and other beverages. They will also discover how to interact with guests in a professional manner.

Restaurant Laboratory

FBP 1307 Innovative Restaurant Concepts

During this course, students will function as part of a team creating and delivering a new concept for a restaurant. Students will create a menu with corresponding recipes based on a basket of diverse food ingredients and organizing their own work schedule guided by the instructor. Students will develop an understanding of specific concepts in kitchen and service operations, outfitting, organization and control. They will devise their own mise-en-place according to menu and service style, analyzing the processes and decisions made in creating an outlet. They will develop knowledge of revenue and select the appropriate equipment and service techniques.

FBP 1308 Street Food

During this course, students will have a hands-on cooking experience in a small street food style kitchen. Using specialized equipment, students will discover how to optimize the process of production, storage and sales. They will work with a variety of ethnic produce and gain an understanding of how the workflow is organized rationally and hygienically. Throughout this complete sequence students will prepare, cook, assemble and sell food, interacting with both co-workers and customers.

FBP 1309 Cleaning Science and Stewarding in Sustainable Practice

During this week of professional activities, students will learn about the structure of the stewarding department, the importance of hygiene and how to operate and maintain cleaning equipment and tools. They will discover the key role played by sustainable practice in responsible management and its link to the reduction of costs. Moreover, they will have the opportunity to understand diversity in the international work place in terms of cultural norms and practices.

BBA 3

ENT 2133 Principles of Sustainability and Innovation

Sustainability is these days of the key elements to success in the Hospitality Industry. The entire hospitality industry is developing sustainable plans to decrease their operation costs, to improve their marketing performance, to enhance customer's experience and to comply with the new and stricter environmental regulations.

In this course you will learn that applying innovative actions and technological advances is possible to gain a competitive advantage in the globalize hospitality marketplace.

FIN 2172 Hospitality Financial Accounting

Financial understanding is an essential element in any manager's range of required skills. This course presents basic financial accounting concepts and explains how they apply to the hospitality industry. Students are introduced to basic accounting practices, including major classification of accounts, concepts and the production of financial statements. Through exercises, students practice writing income and cash-flow statements, and balance sheets. Financial statements from hospitality operations are introduced and various forms of financial analyses are included demonstrating how they serve the manager to assist in the business decision-making process.

HRM 2178 Managing Diversity in the Global Workplace

This course will highlight the importance of diversity in global organizations and emphasize leadership. Best practices of human resources administration in the global workplace, including recruitment, selection, performance management and different motivation practices will be covered. Students will explore areas such as power politics, decision making, problem solving and other organizational relations. Applying theories, setting and designing objectives, leading meetings, providing effective feedback, promoting motivation, identifying leadership styles are essential elements of this course.

MKT 2182 Marketing for the Hospitality Industry

This course introduces the key theories and practices in marketing management. It examines marketing as a strategic business function. Through an analysis of the business environment, the course considers products and services that might be profitably offered to hospitality customers. The course deals with the concepts of segmentation, targeting and positioning. It introduces branding and consumer buying behavior. The components of the marketing mix are discussed and applied to the global hospitality and tourism world.

BBA 4

FBM 3196 Food and Beverage Management

This course discuss perspective from food and beverage free standing restaurant and hotel's food and beverage department and analyses organizational, operational and financial aspects of modern food and beverage operations.

The students discuss labor cost control systems and interpret feasibility studies on an introductory basis. Food and beverage operating budgets are reviewed. The course places an emphasis on food and beverage concept development.

FIN 3173 Hospitality Managerial Accounting

Proceeds from the understanding and analysis of financial statements developed during the third semester. The student will explore the key areas of financial decision making, forecasting, and budget development and analysis. Fixed, variable and semi-variable costs are differentiated and revenue and cost responsibility are assigned. The effect that the behavior of costs has on certain management decisions is discussed, as is the use of CVP and break even analysis. Budget preparation theories are reviewed, and budgeting techniques are practiced in the context of hospitality business. Methods for judging variances between actual and budget figures are considered. Issues relating to the importance of future cash flows are analyzed.

HRM 3178 Leading Teams to Success

In this course, students will develop fundamental concepts of managing effective teams. It will include topics such as team building, teamwork tools, team dynamics and characteristics of mature teams, with a particular focus on improving working relationships and organizational effectiveness. Students will develop their social intelligence, and learn the fundamental concepts of networking, coaching and mentoring, which will be useful for a global work setting.

MKT 3183 Digital Marketing and Sales

This course is designed to give students the required skills and knowledge to understand internet-based marketing distribution channels for the hospitality industry. Students will explore available digital platforms and channels as well as related applications of E-commerce used. It introduces the concept of digital sales and digital channel management. Community management is also explored as well as new components in the social media landscape. The effects of digital disruption are discussed both from the consumer and the product perspective, and extended to all service providers.

RDM 3130 Rooms Inventory and Control Management

This course prepares the students to manage the rooms division within a hospitality environment. The relative inventory and cost control concepts will be explored and studied and students will develop the managerial and leadership vision to run this department and to lead the related teams. Depending on each property, the students will learn about maximizing hotel revenue and productivity, using different pricing strategies and cost calculation methods, keeping high quality standards based on the guest requirements. Students are encouraged to research new trends to have a broader understanding of the hospitality industry.

RDM 3131 Hospitality Facilities Management

Hospitality Facilities Management is a multi-disciplinary role which integrates physical assets, people and technology ensuring functionality of the infrastructure to increase user safety and satisfaction. This course provides an introduction to the key facilities issues from a management point of view. It incorporates sustainability as a means of decreasing operational costs, increasing organization profitability and work-place efficiency. Using digital resources and case studies, the course will prepare students to address facilities related questions and challenges.

BBA 6

FIN 4271 Hospitality Financial Management

In this course students will examine the role of accounting within a business with a focus on sources of external finance (borrowing), taxation and bankruptcy costs in terms of the main types of business organizations such as sole proprietors, partnerships, private limited companies and public limited companies. Students will also identify the risk and return associated with different levels of financial leverage (borrowing) and operational leverage (investment in automation). Additionally, students will learn the main investment appraisal techniques, allowing them to evaluate proposed investments in large projects such as a new restaurant or hotel from a number of financial perspectives.

HRM 4277 People and Talent Management

This course will integrate and further develop human resources strategies such as compensation and benefits, learning and development, and human resources planning. Students will learn the theory and practice of negotiation and conflict resolution. They will explore trends such as workforce diversity in an international work environment. Students will be encouraged to

reflect upon their own people and talent management skills in managing teams. Emphasis is placed on the importance of implementation and application of human resources strategies to the workplace.

MKT 4287 Customer Relationship Management

The adoption and implementation of CRM systems represents a transformation of the firm from product-centric to a more customer-centric focus. This course examines customer relationship management (CRM) and its application in marketing, sales, and service. Effective CRM strategies help companies align business process with customer centric strategies using people, technology, and knowledge. Companies strive to use CRM to optimize the identification, acquisition, growth and retention of desired customers to gain competitive advantage and maximize profit. Anyone interested in working with customers and CRM technology and would like to be responsible for the development of any major aspect of CRM will find this course beneficial.

RDM 4134 Revenue and Pricing Management

Students will learn to design an effective revenue and pricing strategy by identifying challenges and developing solutions to generate profits using a revenue simulation tool. They will investigate the evolution of pricing and the changing mind-set of the consumer in the contemporary distribution landscape both online and offline. They will critically evaluate current trends in hospitality to embrace the skills necessary for successful revenue managers in today's hotels and restaurants.

BBA 7

DIS 5209 Dissertation

Students are required to produce a dissertation of 10 000 words. Prerequisites to this course include the submission of a dissertation research proposal at the end of the BBA 6 semester. After the proposal is submitted and approved, a supervisor is allocated to guide students in developing their proposal into a dissertation. Although supervised, students are mainly working independently, managing their time and applying the research skills acquired in the Research Methods course. The data used to produce the dissertation are a combination of primary and secondary research. The course provides a mechanism for individual growth and learning covering areas of research relevant to hospitality, tourism and business studies.

Hospitality Entrepreneurship specialization

ENT 5232 Innovation in Hospitality and Tourism

The objective of the course is to provide students with expertise in conceptualizing and developing a business plan using lean methodology.

Students will learn about ideation, concept validation, competition analysis and innovative business models. Start-up business planning techniques are linked to the idea generation, feasibility analysis, market research and development of various operational areas into related action/tactical reports.

ENT 5233 Projects, Ethics and Legal Considerations

This course is specifically taught to the BBA students who have elected to follow the Entrepreneurship stream during their 4th year of study. It will provide students with the prospect of exploring the impact of the external environment on a business concept to ensure that they are prepared to launch it in the real world. Students will examine considerations regarding the legal and social structure and responsibilities of an enterprise including contract requirements and partnership. Finally, students will plan their approach to the collection, protection and use of sensitive customer data in their target locations.

ENT 5234 Hospitality Forecasting and Modelling

The objective of this course is to provide students with expertise in financial forecasting and modelling techniques. Students will learn to forecast hospitality financial key performance indicators such as revenues and expenses, cash flows and capital and cost structures on new business models.

MKT 5283 Digital Marketing and Content Creation

This course focuses on the creative and innovative use of digital marketing models, tools and content used in the hospitality industry. Exploring the customer's digital experience will enable the student to design and visualize the digital journey, to create digital content for marketing and communications and to optimize for web and mobile experiences. Working in teams, students will support digital marketing campaigns they would encounter in the industry and will produce real-world digital results.

Digital Marketing Strategies specialization

MKT 5282 Innovative Sales Strategies

The goal of the Innovative Sales Strategies course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. The course will extend students' understanding of marketing's reach and potential impact in achieving its overarching goals. Course objectives include understanding the sales process, the relationship between sales and marketing, sales force structure, customer relationship management (CRM), uses of technology to improve sales force effectiveness, and issues in recruiting.

MKT 5285 Marketing 4.0

This course is designed to develop a critical understanding of the formulation and implementation of integrated marketing communication plans and associated activities. The course draws on case study materials which enables students to appreciate and manage marketing communications within a variety of different contexts. Students will analyze the processes, issues and vocabulary associated with integrated marketing communications in order to make a contribution within their working environment both for internal and external audiences. This course will also explore hospitality on-line communication and social media optimization.

MKT 5286 Global Strategic Marketing

The aim of this course is to enable students to apply a strategic decision-making process in a complex international environment. Students will examine the importance of international strategic marketing for the hospitality industry and explore strategic decision-making models in practical situations. Working in a team environment, students will effectively appraise the design, development and contents of a strategic marketing plan. As a consequence, students will have the appropriate skills to formulate effective solutions for given business problems in a global hospitality context. Current business issues relating to ethical marketing are appraised, and sustainable marketing practices discussed.

MKT 5287 Digital Marketing and Media Engagement

This course focuses on community engagement and audience management through the pulsating discovery and analysis of digital social and knowledge networks. By blending the boundaries between in-bound/permissive and top-down/intrusive traditional marketing strategies, the students will be able to create authentic dialogues with advocate prosumers. Innovative digital marketing models that flip the traditional funnel and reverse classic advertising promotional campaigns will be assessed so they adapt to the digital world. This will require engaging with the audience through influencers, blogging, social media reach, content generation as well as the analysis, design and application of novel marketing communications tools and technologies optimised for the digital natives and mobile experiences. Working in teams, students will support digital marketing campaigns they would encounter in the industry and will produce real-world digital results.

Hotel Financial Performance Management specialization

FIN 5271 Performance Management

Performance Management is an advanced management accounting course that gives students the tools and skills to prepare and analyze internal management accounting reports. Management accounting allows managers to effectively plan, control and make decisions. The course explores pricing from an accounting cost-based perspective and how indirect costs (overheads) can be divided between departments and products. The use of variance analysis to control costs and budgets so that managers can better predict cash flows (cash, master and flexible budgets), as well as planning and measuring performance, are also covered.

FIN 5272 Corporate Financial Decision Making

This course is designed to give students exposure to the role of the financial manager in a business enterprise. Students will gain a working knowledge of corporate finance tools such as financial analysis, time value of money, determinants of interest rates and the yield curve. Valuation and rates of returns for stocks and bonds, estimation of the cost of capital, capital budgeting decisions and strategies for raising capital will also be covered. Although the primary focus of the course is on corporate financial management, the knowledge gained in this course has direct application to financial management in the service industry at all levels.

FIN 5273 Global Financing and Risk Management Strategies

As the hospitality industry operates in an international setting, this course presents the main elements of international finance. After analyzing the determinants of exchange rates and the international monetary system, it will explore the exchange rate parity conditions, the country risks, and the transactional and translation exchange risks. Students are introduced to hedging strategies that a firm can apply using either the money market or derivative instruments. The course will also cover the risks and benefits of raising capital internationally and investing in foreign assets.

FIN 5274 Hospitality Finance Forecasting and Modelling

This course provides students with important insights into financial forecasting and modelling techniques. Students will learn different approaches used to forecast hospitality time series such as supply, demand, revenues and expenses, as well as key performance indicators. They will also study different models to estimate the relationships between these series and apply the results in the wider context of capital appraisal techniques. In addition, the course will cover models used to estimate the riskiness of projects.

B. Hospitality Immersion Program (HIP)

HIP 01 Hospitality in Context

This course will provide an overview of the hospitality industry and its structure. The students will be introduced to the dynamic contemporary hospitality industry. During the sessions, open discussion will review the current situation from a variety of stakeholders' viewpoint. Subsequently the class will explore and discuss the impact of innovative concepts, personalization of the guests' experience, hospitality related technological advances of virtual and augmented reality, artificial intelligence and sharing economy.

HIP 02 Food and Beverage Operations Management

In this course, kitchen, service and stewarding are taught outside of the classroom environment. The experiential learning model will be delivered in form of demonstrations, lectures, practical application, group work and discussion. This craft based learning course is a vital component to gain knowledge and skills needed to manage and lead a successful hospitality operation in the future.

HIP 03 Rooms Division Operation Management

This course introduces the students to daily procedures surrounding the guest cycle. Highlighting the roles of front office manager and executive housekeeper, the course will also introduce advance managerial concepts relating to planning, staffing, cost and revenue control essential as a foundation for future manager.

C. Postgraduate Diploma in International Hospitality Management

Semester 1

P5010 Hospitality Leadership and Organizational Behavior

The course will examine the contemporary principles, techniques and research findings in hospitality leadership and organizational behavior that are driving high performance and continuous improvement in hospitality. Specific attention will be given to the analysis of the different elements that make a good leader such as personality traits, behaviors, and skills in a global context. The primary goal of this course is to prepare students for advanced leadership roles in modern hospitality organization. Students will be encouraged to reflect upon their own communication skills and leadership potential.

P5011 Hospitality Finance and Performance Management

This hospitality finance course will introduce and develop the major analytical skills hospitality managers and business operators require in terms of facilitating effective financial planning, control and decision making in a hospitality accounting context. Consequently, this course integrates the major elements of financial and management accounting pertaining to a hotel/restaurant environment.

P5013 Services Marketing in a Digital Age

This course offers a thorough grounding in Services Marketing with a particular focus on hotels. It aims to address the various opportunities service oriented hospitality companies need to adopt in their approach to marketing planning in the digital world. Starting from an understanding of the major differences between service and product marketing, the course examines the impact of the digital age shaping current strategies. Students will also be prepared to deal with the disruptive digital environment and practice to research current trends to identify opportunities and design sound business practice to customer online.

P5014 Entrepreneurship and Business Modelling

The course aims to develop an understanding of the process of entrepreneurship and the hospitality business environment in which the process takes place. Building on a number of previously and simultaneously taught units, this course will provide students with the foundations for acquiring knowledge and skills to enable them to make a planned decision to proceed and develop their own ventures. Through business modelling, value enhancing decision will enable students to be more entrepreneurial within existing organizations and perform well when studying alternative or leading a project.

P 5015 Hospitality Revenue Management

The course aims to enhance the students' knowledge and understanding of the concepts, principles and the implementation of revenue management in the hospitality sector such as hotels, restaurants and other tourism related firms. Revenue management strategies will then be illustrated by the simultaneous application of two major issues: demand (pricing) and capacity (service duration) management. The course will then complete by aiming to develop the students critical and analytical skills in a form of case studies and illustrations of practice.

And 2 Electives courses as required:

P5020 Design and Facilities Management

This course provides a background to the subject of Facilities Management with the emergence of including sustainability to support a differentiated service property asset management with contemporary designs such as intelligent buildings are appraised from the perspective of operational effectiveness and their respective impact on three pillars: social, environmental and economic sustainability. Strategic planning and decisions making related to energy, water and waste are analyzed and discussed with the use of case studies and real-life projects.

P5021 Talent Management in Hospitality

Talent Management is becoming increasingly critical in today's globalized and fast-changing business environment. The new generations have different needs and requirements in terms of job challenges, opportunities, retention and motivation. This course will highlight the importance of talent management program within organizations, best practices of talent identification and attraction, tailored training programs and different motivation practices.

P5022 Event Management

Events management is a Project Management led course integrating the disciplines of Food and Beverage operations management, financial management, human resources management, marketing and logistics. Students will be assessed before, during and after the event on their planning, managing and evaluation of a live event presented during the semester to a range of internal and external customers.

P5023 Innovation Through Design and Agile Thinking

This course will prepare the students to aim for value creation through innovation and design thinking. The method of thinking aims to continuously question and redesign to achieve innovation and efficiency. To further enhance the process, the students will learn to include the customers' influence in shaping the services to ensure that the innovative design can be customized as a market winning product or service to underpin continuous differentiation, growth and sustainable competitive edge.

D. MBA in Global Hospitality Management

Semester 1

M6122 Strategic Marketing and Sales in the Hospitality Industry

The course offers a thorough grounding in strategic marketing. Since marketing is about identifying and meeting human and social needs in order to deliver unique value to the customer, the course begins with the examination of marketing as a strategic business function. We then progress through an analysis of the business environment and how to determine products and services we might profitably offer our customers. The middle part of the course deals with the three key strategic concepts of segmentation, targeting and positioning. Next, we explore the components of the marketing mix. The final sections will deal with branding and destination marketing. All these concepts will be illustrated throughout the course with examples and case studies.

M6127 Hospitality Financial Management and Budgeting

This course helps students understand the fundamentals of administration through budgeting. Students will learn how to involve key employees in the budget planning process, win support and defend budget proposals, evaluate and monitor the financial status of an operating department. Using skills from Hospitality Financial Management and previous courses, students will demonstrate the process of budget planning and writing.

M6128 Leadership and Organizational Effectiveness

This course gives an overview of core concepts of leadership, managerial practices widely recognized as strategic tools to assure sustainable organizational effectiveness. It addresses the concepts of global and ethical leadership as well as cross-cultural leadership from a number of organizational perspectives. It will enable students to understand the implications and challenges faced by leaders operating in a global context. Students will be encouraged to reflect upon their own social and emotional skills and leadership potential. Emphasis is placed on the importance of implementation and application to the workplace.

M6129 Business Modeling, Innovation and Entrepreneurship

This course introduces a linear programming and excel-based approach to applied business models and management science to seek innovation and set up entrepreneurial and intrapreneurial enterprises. Operations research will be provided to identify product mix, scheduling, simulation, decision-making, transportation, assignments and queuing forecasting models necessary to optimize existing business processes. Using Customer Journey Maps, students will then assess configuration, offering and experience innovations in disruptive or evolutionary markets and will submit a business plan to launch their business or innovation in the market.

M6242 Hospitality Demand and Revenue Management

The course aims to enhance students' knowledge and understanding of the concepts, the principles and the implementation of revenue management in hospitality and tourism related firms, such as hotels (rooms division/food and beverage), restaurants, spas, casinos, airlines, cruises, events and sports companies, golf courts etc. Revenue management is defined as the process of "... selling the right product to the right customer at the right price for the right time" (Kimes, 1998) and it is widely advocated as a strategic necessity for all service companies. Revenue Management strategies require the simultaneous management of two major issues: demand (pricing) and capacity (service duration) management. Thus, the demand course aims to develop students' critical and analytical skills in terms of the management of these two dimensions by incorporating in the teaching and learning material and discussing several related case studies and industry examples.

Choice of 2 Electives

M6123 Sustainable Development in Hospitality
The course looks at the concept of sustainability. Sustainability has a number of different dimensions ranging from to its impacts, to its development as well as to its performance. The course aims to review the case of sustainable development and to discuss its importance in the Hospitality Industry through various case studies.

M6134 Managing Organizational Development and Change
In order for contemporary organizations to maximize potential and efficiency in a globalized and constantly evolving world, change and development in organizations is inevitable. This course aims to facilitate students to develop competencies in dealing with change management and development in organizations. An introduction of fundamental knowledge and theories on organizational development and change would be provided. Students will also explore internal and external factors that drive organizational change, the types of change and how to systematically design, plan and execute these changes. Upon completion of the course, students will gain deeper insights on various frameworks of the change process, how people react to change and why change could fail at times.

M6135 Hospitality and the Digital Disruption
Today's society is becoming more and more digitalised. Business models and practices as well as consumer behaviors are profoundly affected by the rapid and continuous adoption of new technologies. This constant and technology-driven acceleration radically changes the competitive landscape of well-established industries. This course reviews the mechanisms of this potentially disruptive process and analyses its impact on the global hospitality industry in terms of challenges, risks and opportunities.

M6136 The Economics of Hospitality
This course aims at providing with a sound understanding of the relationships between political systems and economics in a global setting. Initially, the main theories of global political economy are explored, followed by a historical review of global trends in economy. Having established these foundations, the course focuses on analyzing five topics: international trade, transnational production, international finance, economic development and global environment.

Semester 2

M6125 Uncertainty, Data Analytics and Critical Thinking
Good business decisions are based on information interpreted through valid and clean data. This course is designed to provide students with the necessary tools for collecting, analyzing, interpreting and presenting data needed for business decisions. A variety of statistical tools that can be used to assist managers in the decision making process will be examined.

M6126 Strategy and the Value Creation
Driven by the globalization of trade, financial flows, transportation and the digitalization of exchanges, the international hospitality industry has evolved into complex systems linking activities such as distribution, branding, management, real estate ownership and financing. In such an environment, hospitality companies have espoused singular strategies that have shaped their boundaries and changed the sets of relationships governing the industry. This course provides an overview of the current strategic orientations of hospitality firms, and of the consequences of major trends on the past and future of the industry. Classic strategic theories and frameworks will be introduced and reviewed, and their application to the industry discussed. The idiosyncratic characteristics of the industry will be highlighted in this context.

M6137 Managing Destinations' Competitiveness
This course will discuss the issues of managing destinations. It will outline the issues of tourism management and planning as well as the image, perception and event management. It will look the demand and the supply structures, the impacts of tourism in an effort to discuss the different competitive tools available to tourism destinations areas. In short, the course will focus on the issues of planning and competitiveness both from the destination as well as from the tourism business perspective.

M6246 Corporate Finance and Shareholder Value
Corporate finance is the study of managerial decision-making concerning investment, long term financing, and interpretation, communication of information to assist managers in fulfilling their organizational objective and enhancing shareholder value. The course aims to develop in the student the ability to make long term planning and financial decisions, effective controlling and achieve as well the selection of relevant information for decision making. Students are expected to be familiar with financial terminology and its real world applications.

M6251 Consultancy Project

This course allows students an opportunity to further develop the knowledge, skills and insights gained during the MBA studies, and apply these within a real-life setting. Students will work on an applied research project to investigate an area of interest in depth with a strategic focus and solve a particular organisational problem. The nature of the project will vary every semester and the subject matter will be related to the MBA program.

Choice of 3 Electives

M6245 Managing Real Estate and Properties

Managing real estate is an essential matter for the hospitality world. This course explores the issues associated with investing in real estate in the hospitality industry. The course considers the perspective of both owners and operators in terms of investment strategies, legal considerations, financing alternatives, and investment risk and business valuations.

M6247 Investment Strategies for Financial Markets and Asset Management

The course is designed to equip students with concepts and tools to cope successfully with the ever-increasing complexity of financial instruments and markets. Students acquire a sound knowledge of the theoretical foundations that underpin modern investment and risk and asset management techniques. The program develops expertise in areas such as the management of equity and bond portfolios, trading techniques, property investment, asset liability management, the regulation and marketing of investment products and services, valuation of annuities, net present value investment criterion, perpetuities, stocks, bonds and corporate investment decisions. Students will examine various theories for asset pricing and calculation of a company's cost of capital.

M6248 Customer Behavior and Insights

Consumer Behavior and Insights investigates the manner in which people interact with products and their marketing environment. This can include the purchase of products (a new iPhone), the consumption of services (Disneyland), or the disposal of goods (eBay). Since we are all consumers in the market place in some form, consumer behavior can also tell us something about ourselves. As a result, consumer behavior (CB) is one of the most interesting topics in marketing. Understanding consumers enables marketers to more effectively meet the needs of buyers in the market and be more successful in the market. In this course we will study the basic factors influencing buyer behavior, the concepts used to explain this behavior, and the implications of these concepts for marketing issues. Topics include effects of motivation, learning, perceptions, attitude, personality, lifestyle, reference groups, social class, demographics, and cultural factors on buyer behavior, with emphasis upon mass communication effects.

M6249 Luxury Branding and Lifestyle Management

This course focuses on issues of developing, managing and evaluating global luxury brand leadership and lifestyle strategies. The depth of the relationship between leading-edge brand building and customers will be explored as the foundation of on-going success and sustained equity. Next, Lifestyle management is an emerging concept where its links to the branding will be explored. Overall, the course will discover how creating a coherent luxury brand experience requires the alignment of every touch point in the organization with a customer value proposition.

M6256 Hospitality Business Transformation and Digital Integration

The course looks at the Business Transformation process that is relevant to the Hospitality Industry. It explores different cross-functional and cross-border changes that in turn relate to the corporate strategy of the organizations. Through different methodological models and techniques, the courses aims to explore different change management models as well as different case studies and their relevance to the hospitality industry.

E. Intensive Hospitality English Language Program

ENG E631 English Skills

This course provides training in all the English skills as required for the final examination, with particular emphasis on grammar and vocabulary, as well as on listening and speaking, thus preparing students for real world communication. Students will be exposed to language in a variety of registers, forms and contexts and will be encouraged to improve their accuracy and fluency through a variety of communicative activities. They will be required to participate actively and encouraged to take control of their learning.

ENG E632 Listening and Speaking

This course develops students' listening strategies and speaking skills in general and academic contexts. Language structures are reviewed and reinforced. Students will study longer listening extracts and react to these orally. Students will role play, make short presentations and develop confidence in speaking. Students will practice how to put forward their own point of view with evidence - encouraging the development of their critical skills.

ENG E633 Reading and Writing

This course develops students' reading strategies and writing skills in general and academic contexts. Language structures are reviewed and reinforced. Students will study longer reading texts and react to these in an appropriate written format. Students will practice how to put forward their own point of view with evidence - encouraging the development of their critical skills.

ENG E634 English for Hospitality

This course aims to reinforce the language skills by giving students more teaching and practice of these skills related to various contexts of Hospitality. Students will work on building hospitality related vocabulary and extend their communication skills by doing role plays, speaking activities and writing professional letters in a hospitality context.

ENG E635 Hospitality Projects

This course provides the opportunity for students to activate their language and use of hospitality terminology in context. Students are required to use the target language within various hospitality situations (relating to restaurants, hotels and events). They will consolidate their use of the target language in various activities - encouraging team work and group projects.

ENG E636 Skills for Success

This course provides the students with the core academic skills and language needed for further study. Students will listen to lecture extracts and take notes, develop reading strategies to understand longer academic texts and write academic papers (describing graphs, a process, data, presenting an opinion in an academic context, structuring an academic essay, process writing, summarising, paraphrasing and reviewing their own written work).

ENG E637 Culture and Tourism

In this course we explore tourism and the reasons why people travel. Students will consider ways of defining culture and how we relate to our own culture and that of others. The course seeks to develop awareness of cultural differences and encourages understanding of these differences and acceptance of others. Students will relate this understanding to tourism and their perceptions of the needs of customers. The course also introduces basic research activities and how to make formal presentations which will develop skills needed for further academic study.

F. General Education

Arts and Humanities

GEN 1134 Essential English

This course aims to equip students with the English language skills necessary for further study through hospitality topics and related vocabulary. Reading strategies for more effective academic study are developed as well as students' English skills in grammatical and vocabulary areas. The course develops accuracy in writing skills as well as builds confidence in presentation skills needed in academic and professional situations.

GEN 1146/1149/1153/3155/3152 French 1/German 1/ Spanish 1/Italian 1/Mandarin 1

This course introduces basic language emphasizing oral proficiency and communication skills. Students will participate in basic conversations on familiar subjects, interacting in a simple way, provided the other person talks slowly and clearly. They will be able to understand short texts and instructions.

Students will be able to engage in a brief conversation where they can apply their knowledge to a hospitality environment.

Students will reach a level equivalent to some of the elements of Level A1 of the Common European Framework of Languages (CEFR).

GEN 1331 Professional Communication Skills

Students develop the necessary communication skills for the attainment and completion of their first internship, as well as the Online Internship Course (OIC). Topics covered will include, but are not limited to, interviewing, teamwork collaboration, first impressions and basic written communication. Of equal importance will be language, vocabulary and register, both oral and written, used within the tourism and hospitality industry.

GEN 2134 Academic Communication Skills

This course equips students with the basic communication strategies needed in academic contexts to get their message across effectively. Essential research and critical reading techniques are introduced and developed along with the means for presenting information credibly in appropriate written formats. Skills for preparing and delivering presentations are also practiced and refined.

GEN 2147/2150/2154 French 2/German 2/Spanish 2

This course reinforces and extends language learned in level 1, reviewing grammar learned and introducing new structures. Class work emphasizes development of confidence in speaking. A wide variety of vocabulary will be introduced to enable students to interact in everyday situations.

Students will achieve further competence in language at level A1 of the Common European Framework of languages (CEFR).

GEN 3148/3151/3156 French 3/German 3/Spanish 3

This course reviews and extends grammatical structures from level 2 and gives students the possibility to talk about their past habits and their previous experiences, and to develop skills for making a simple and direct exchange of information on familiar and routine matters.

This course will enable students to reach competence in language equivalent to elements of the A2 level of the Common European Framework for languages (CEFR).

GEN 4126 Ethics in Society

This course aims to explore the origins of ethical and moral thinking, and current ethical issues in society. It will provide the students with a framework for analyzing and understanding the different viewpoints in ethical issues and a variety of approaches to a solution for dilemmas. It aims to provide a forum for exchange and reflection which is constructive and promotes respectful discussion in areas that can have deeply attached values.

GEN 5223 Spaces, Symbols and Relationships

We are constantly interacting - with other people and with the space around us and the objects in that space. In this course, we critically examine how and why we interact in the ways we do, using theories relating to public and private space, to commercial, working and home space. These theories explore the effects that design of spaces have on our well-being, on profitability and on our interactions with others, including our verbal interaction.

Spaces are used as symbols for power, luxury, status, authority, hierarchies and many other norms. Relationships between spaces and their users, as well as between the users themselves, are explored.

Drawing on students' cultural heritages, different perspectives are presented, horizons will be broadened and preconceptions might be challenged.

Math, Science and Technology

FIN 1371 Numerical Skills for the Hospitality Professional

This course is designed to develop and solidify basic arithmetic and algebra skills that will be required for completing other business-related courses. The course content includes operations on whole numbers, integers, fractions, decimals, ratios and proportions, and percentages, as well as simple algebraic concepts with geometric extensions. It also explores problems using these basic numeracy skills in the context and applications to hospitality business. Essential functions and numerical relationships are reviewed and applied through exercise work and video tutorials.

GEN 2199 Fundamentals of Data Analysis and Visualization

In order for students to be successful in a business environment, mathematical competencies are required. This course is designed to improve mathematical skills and introduce quantitative reasoning processes related to the hospitality industry and the wider business world. Essential functions and numerical relationships are reviewed and applied through extensive exercise work. This course prepares students to achieve a professional level of competence in using computer spreadsheets.

GEN 4191 Data Analytics for Business Optimization

The course intends to equip students with the skills required to understand and interpret quantitative data. The course take a broad view on how statistical data analytics have developed as a means for hotel managers to make decisions. Statistical terminology and techniques, descriptive and inferential statistics and probability theory are covered. Descriptive and predictive analytics, including linear regression and different forecasting techniques are applied to the hospitality industry. The course objectives are to understand how quantitative data analytics impact managerial judgments, as well as to enhance the capacity to deal with data using statistical techniques.

GEN 5222 The Science and Culture of Gastronomy

“The art and science of good eating”. Starting with an exploration of gastronomy, its major influences, how it is perceived in different societies in terms of historical and geographical perspectives, the course proceeds to discuss the association of food and wine, the construction of menus and table etiquette. Sensory evaluation techniques will be explored in a practical way using the five senses and recording, analyzing and presenting results.

MM 4197 Models for Problem Solving and Decision Making

This course is designed to expand the students' skills in building and using models to analyze and control their business situations, whether it is for a cost /profit analysis or assigning tasks to people. Many problems with solutions are used that are related to the hospitality industry such as workforce scheduling, production planning, task assignment, transportation, capital budgeting and other decision analyses. The models explored in the course are based on the use of Microsoft Excel and Solver.

Social Sciences

GEN 3199 Fundamentals of Economics

This course introduces economic concepts that are fundamental to understand the issues faced by business firms. Supply, demand and elasticity are introduced, as well as long run and short run costs. Different forms of competition found in the hospitality industry are discussed. The Business Cycle and the phenomena of unemployment and inflation are examined. Macroeconomic challenges will be discussed such as world debt and inequality. The role of money, fiscal and monetary policy, Central Banking decisions and monetary systems are reviewed and the impact of currency fluctuations in the hospitality industry is emphasized.

GEN 4107 Research Methods

This course provides under undergraduate students with a background in research methods and strategies for planning, designing, evaluating and applying business and management research in the hospitality and tourism industry. The course highlights the characteristics and limitations of different research methods as well as the different approaches of doing research. Overall, the course enhances students' research skills and abilities as well as assists them in the preparation of any research task they may engage in. The ability to critically reflect upon existing research will also be developed. At the end of the course, students should be able to conduct independent research projects.

GEN 4211 Culture, Society and Diversity

Culture is essential to human survival and this course provides a cross-cultural perspective of human culture in time and space. Culture, Society and Diversity draws on concepts and research from sociology and anthropology and examines continuity and change within cultures and societies. The different ways in which cultures have structured universal activities and institutions; the complexity of cultural diversity and the effects of technology and globalisation on cultural identity will be explored. The objective of this course is to promote an awareness of individuals, groups and institutions to enable intercultural understanding.

GEN 5220 Politics and International Affairs

Politics and International Affairs is the study of an international system composed of territorial states and deals with the nature of the changing relations between states and with non-state actors. It studies the functioning of the international system - the forces, factors and interests, the customs, rules, institutions and organisations from which the theory and history of its development are formed. This course offers students an introduction to a theoretical analysis of world politics. The theoretical base is made accessible and interesting to students through the use of contemporary illustrations.

GEN 5221 People, Conflict and Negotiation

This course introduces the student to psychological perspectives on conflict and negotiation and provides hands-on practice in conflict analysis, methods of conflict resolution and negotiation techniques. Application of these principles and techniques to a range of intergroup and interpersonal conflict situations set in political, social and business contexts enables the student to develop an ability to analyse causes of conflict, to track the dynamics of a conflict as it develops and to adopt an appropriate method of conflict resolution. Students learn to assess the values, attitudes and beliefs they bring to a situation and the impact of different conflict resolution styles on conflict outcomes. Practical negotiation techniques build on these theoretical bases.

Professional Development

INT 2208 Professional Development I

Successful internships are a key component of the BBA program. This course will take students from their arrival on campus through to the successful completion of their first internship. The students attend a series of workshops focused on developing the skills and qualities necessary to acquire, embark on and complete their internship. From managing their physical and digital professional presence to developing an understanding of industry needs and expectations, the Career Services Department team will equip students to begin their professional journey.

INT 2209 Reflection on Practice I

This online internship project is completed during the first internship and provides an opportunity for the student to use and reflect on the practical knowledge and skills acquired during their first semester and apply them in a workplace environment. Students will link their experiences acquired in school with themes and resources from their practical arts courses, observing and evaluating the similarities and differences in between learning and real-world application. As part of their reflection, they will consider organizational structure and efficiency as well as collaboration and team-work.

INT 5208 Professional Development II

The second internship will take the knowledge and skills of the second year of study and make practical use of them in a real-world context. This course, based on a series of seminars, will equip the students with a range of skills to facilitate the constructive evaluation of managerial practices and organizational culture they encounter in the workplace. The Career Services Department team will continue to work with students on the development of their professional aspirations.

INT 5209 Reflection on Practice II

This online internship project will accompany students on their second internship. Building on and making use of the knowledge and skills gained in the second year of study, students will identify a strategic aspect of their host company to explore and review through observation and reflection. The course will be self-paced and students will be expected to develop and demonstrate learning autonomy with support offered by a member of faculty.

**P5050/P5051 Internship - Research and Reflection/
Employer Validation**

As part of the postgraduate diploma program, students will have the opportunity to carry out a six-month professional internship in the hospitality industry. This professional internship will allow them to be exposed to different roles within a chosen field of work. To that aim, students will be completing a portfolio based on a case study and a self-reflection on the entire experience. By choosing the topic upon which they want to reflect and further elaborate, students should aim at enhancing their knowledge in specific areas of the diploma program. One core and one elective subject will support the development of the case. By reflecting on the six-month experience, students should aim at enhancing their self-awareness based on the competencies grid of the diploma program.

11.

Credit equivalence

Les Roches Global Hospitality Education is an institution accredited by the New England Commission of Higher Education (NECHE).

Consequently, the programs offered by our institution follow the American credit system as defined by the U.S. Secretary of Education and stated by NECHE. In this system:

- 1 (one) US credit typically corresponds to 1 hour of instruction and a minimum of 2 (two) hours of out of class student work each week for 15 weeks
- 1 (one) US credit corresponds therefore to a total workload of approximately 45 (forty-five) hours.
- A 3 (three) US credits course typically represents a workload of 45 (forty-five) hours of instruction and 90 (ninety) hours of out of the class work for a total workload of 135 (one hundred and thirty-five) hours.

European Credit Transfer System (ECTS) is the credit system for higher education adopted by all European countries part of the Bologna process. In the ECTS system, 1 (one) credit typically corresponds to 25 (twenty-five) to 30 (thirty) hours of work (European Commission, 2009). A 3 (three) ECTS course would therefore represent a total workload of 75 (seventy-five) to 90 (ninety) hours.

The equivalence adopted by Les Roches Global Hospitality Education is that **1 (one) US credit corresponds to 1.8 (one point eight) ECTS** and is recommended to be applied for credit recognition by institutions using the ECTS credit system.

References

European Commission. (2009). ECTS Users' Guide. Luxembourg: Office for Official Publications of the European Communities.

12.

Branch campuses and academic partners

Les Roches programs are taught in the following branch campuses:

Marbella, Spain

Offering:

- Diploma in Hotel Management
- Postgraduate Diploma
- Bachelor of Business Administration

Shanghai, China

Offering:

- Hotel Management Certificate program
- Diploma in International Hotel Management

Transfer students from Branch Campuses need to meet the English Entry requirements as specified in the English Language Equivalency table on a previous page.

13.

Academic regulations for Undergraduate programs

(for Graduate programs please refer to the Academic regulations for graduate programs)

A. Change of program

Once the semester begins, a student may apply through the Registrar's office to transfer from one program to another up until the end of the second week of the semester's calendar, during their entry semester.

B. Course exemption and challenge for credit

Upon arriving on campus at the beginning of each semester and after viewing the course description of all the scheduled curriculum of the semester, if the student believes that certain specific course(s) have been previously studied with another school or institution with similar learning outcomes, he/she may consider applying for a course exemption, providing that the following conditions are met and the procedures followed.

Conditions

1. The relevant course(s) must be studied at a university level. High School courses (credits) will not be considered as equivalent.
2. The course(s) must have been studied within the last two years to ensure that knowledge obtained is still relevant.
3. The application must be submitted within the first two weeks of the semester.
4. For each academic semester, a maximum of six-credit worth of courses can be applied for exemption.
5. No exemption can be applied after the third taught semester of the bachelor degree program.

Procedure

1. Fill in the Exemption application form (available at Academic Administration Office) and submit to the Program Manager/Program Coordinator in time.
2. Attach the detailed syllabus (course description) and official transcript (showing valid grade and credits) in English for analysis.
3. Pending deliberation, the student must attend classes and assessments without exception.
4. Providing that the application is made in time and the procedure above are respected, the decision will be made within two weeks and be communicated to the student officially by the Academic Administrative Office. Exempted student will be granted the course credits on their academic record. No grade will be reflected and the student's semester average will not be affected.

Should the application of Exemption be refused with valid reason, students may still apply for "Challenge for Credit" exam if they believe that they can prove their knowledge being sufficient to meet the learning outcome, as per the following procedure:

1. The request for "Challenge for Credit" exam must be made in writing, to the Program Manager/Program Coordinator within one week following the refusal of Exemption.
2. Program Manager/Program Coordinator reserves the right to refuse the request in respect to the course planning and if accepted, decide on the time and location which must be respected by the student.
3. A course may be challenged only once by the applicant.
4. A fee will be charged for a challenge examination according to the current semester's information, obtainable at the Accounting Office.
5. A grade of the minimum passing average (60%) is required to earn the credits, which will be granted on the academic record. No grade will be reflected and the student's semester average will not be affected.

Tuition fees are not refundable for credits obtained via Exemption or Challenge for Credit.

C. Grading

The grading policy uses the range of 0% to 100% where 100% is exceptional work and 60% is the pass requirement for all courses of the taught semesters of the undergraduate programs.

D. Submission of assignments

Assignments must be submitted on time and at the right place according to the faculty's instructions.

Failure to submit on time will incur the following penalties:

- Up to 24 hours late: 20% reduction in grade for that assignment
- Over 24 hours late: 1% will be recorded for that assignment

Any late submission in Practical Art subjects will result in a 1% recorded for that assignment.

E. Incomplete work

Students prevented by illness or other legitimate reasons from completing requirements of a course before its completion, will have incomplete assigned on the grade report sheet. No grade point is recorded and the semester average is not affected. At this point, a completion date will be communicated to the student separately. If completion date has been passed and the course is not duly completed, a “1%” will be awarded for the concerned assessment. The course and semester average will then be recalculated.

F. Progression/Awards Board

The Progression/Awards Board normally comprises of the Deans, Program Managers, Academic Administration Office, the Registrar and the relevant faculty members.

The Progression/Awards Board meets at the end of the semester during the predetermined dates. It is the responsibility of this board to verify and to confirm all students' grades and awards.

G. Progression/Awards policy

Progression policy

Each semester, students are provisionally enrolled for the following semester according to the program structure and sequence to ensure the continuity of planning. The actual progression status will be confirmed by the Progression/Awards Board at the end of each semester. The progression sequence cannot be changed at the discretion of the students. This includes the intention to apply for a postponement or exemption of a curricular internship, due to the fact that the Internship semester is credit bearing with specific learning outcome to be met as a milestone before the start of the next enrolment level. Internship postponement will not be considered unless mitigating circumstances are submitted in time and accepted by the Career Services Department.

To maintain academic continuity and in respect to the originally planned completion timeline, Leave of Absence is not encouraged nor automatically accepted. In case of personal reason, a Leave of Absence may be requested in writing with clear justification to the Academic Administration Office, where approval, further instructions and guidance can be obtained. It is recommended that a Leave of Absence should not have a continuous duration of more than two years and the

maximum cumulated duration not longer than the length of the program from initial enrolment until graduation. Extra-curricular work experience gained during a leave of absence will not automatically be validated as an internship. During Leave of Absence, the student will not bear the status of an active student and therefore must assume the resulting administrative procedures, such as: B-permit cancellation, restriction of work experience opportunities in certain regions, need of applying for new student visa application (if applicable) and private insurance cover, etc.

Any intention of transfer, postponement or withdrawal from the following semester's enrolment, must be expressed in writing to academics@lesroches.edu at least 6-8 weeks before the tuition payment deadline of the concerned semester to obtain approval and guidance. Lack of or delayed written request may result in the charge of a late cancellation fee. Further details may be found in the “fees and other expenses” document on the school website.

BBA 1

In order to fully progress at the end of a semester, a student must:

- have an average of 60% or more in each of the 5 modules (of 4 weeks each)
- have no course average below 40% within each module

BBA 2, BBA 5, GB 4 and GB 6 (internship semesters)

In order to fully progress at the end of each internship semester, a student must:

- pass the Reflection on Practice course
- pass the Professional Development course

BBA 3 and BBA 4

In order to fully progress at the end of each semester, a student must:

- have no more than two 3-credit courses (or equivalent) with course average below 60%
- have no course average below 40%

BBA 6, BBA 7, GB 5 and GB 7

For the final two academic semesters combined, in order to fully progress at the end of a semester, a student must:

- have no more than two 3-credit courses (or equivalent) with course average below 60% in either semester
- have no more than three 3-credit courses (or equivalent) with course average below 60% in both semesters combined

- to receive the mention of the specialization on their degree the student must pass the four courses specific to that specialization

If these progression requirements are not reached the student must take re-sit examinations, and/or attend retake classes, in the failed courses, and pay the appropriate fees (please refer to the section on re-sits and retakes). The Progression/Awards Board are the final arbiters in these matters.

For the Honors degree, the following additional regulations apply. Students must:

- have no course grades below 60% in the BBA 6/GB 5 semester (before re-sits)

- have an overall average of 75% or more in the BBA 6/GB 5 semester
- prepare dissertation proposal during the BBA 6/GB 5 semester, which the dissertation coordinator(s) agree to be both feasible and covering an acceptable topic
- successfully complete a dissertation during the BBA 7/GB 7 semester (in place of a general education course)

Award, minimum credit per program and classification

Final award is issued after all academic semesters, academic works, internship and dissertation (if applicable) are fully validated and the student is cleared of all other admission, financial and legal obligations towards the school.

Award	Credits	Description
Associate Degree	61	Exit award of the BBA program, having met the progression regulations of the first two taught semesters, gained minimum six (6) credits from the third taught semester and passed the required internships
Diploma	86	Exit award of the BBA program, having met the progression regulations of the first three taught semesters and passed the required internships
BBA	120	Final award of the BBA program; credits transferred from other schools are accepted at the time of admission but not displayed on this transcript (idem for the Associate Degree and Diploma awards)

The average of BBA 6 and 7 determines the classification:

- Merit: 75% to 84%
- Distinction: 85% and above

H. Re-sits and retakes

For students who do not achieve the progression or achievement standards of their program of study, Les Roches operates a system of re-sit examinations and retakes classes.

- A re-sit is an examination which is designed to test the student’s overall knowledge of the failed course. It is subject to an examination fee and re-sit eligibility as per progression requirements.
- A retake class is for students who have not achieved the progression requirements after attempting the re-sit exam(s) (if applicable). In this case they must attend all the classes of the failed subject course again and complete all the assignments set.

Retakes are scheduled in priority to the next

semester’s courses, and a full tuition fee per course will be charged. If a student still fails to achieve the progression requirements after completing retakes, then they are permitted one final re-sit examination in the failed course(s) if the course average permits as per progression requirements. If the student is again unsuccessful with the re-sits they will be required to withdraw from their studies.

The Progression/Awards Board may allow maximum one 3-credit course (or equivalent) to be taken during the next semester providing the timetable allows it. Those students who, after re-sit, have half or more non-achieved courses of the semester are deemed to be unsuitable to progress to the following semester. The student will be required to retake the failed courses and meet the required progression standards before starting the next level of study.

Notes on re-sit examinations

- They are scheduled on precise dates at the beginning of each new semester.
- Students will receive an email from the Academic Administration Office detailing their results within 2 weeks of the end of semester. If an email is not received the student must contact the Academic Administration Office directly to discover their results.
- The Academic Administration Office will provide the student with a re-sit examination schedule, to assure that he/she returns to campus on time.
- If the student is going on internship he/she may delay the re-sit examination until the internship is completed. However, all re-sits must be completed within one year of the failed semester, unless specific permission is given by the school.
- It is the student responsibility to make sure they arrive on campus in time to complete the re-sits.
- The appropriate re-sit examination fees will be charged directly to the student's account by the Accounting Office. This charge is based upon the number of failing courses for each student, which will be sent from the Academic Administration Office to Accounting after the various Progression/Awards Board.
- If a student wishes to waive their opportunity to take any re-sit exams (and instead attempt directly to retake the course), they must request this in writing to the Academic Administration Office prior to the start of the re-sit examinations. The charge for the re-sit examination fee may then be removed from the student account after the re-sit sessions.
- Students who miss the scheduled re-sit examinations without prior permission will need to retake the failed courses in which case the re-sit fee is not refundable.
- A student who had official permission to miss a regular re-sit examination, must then attend a rescheduled exam at a time and place agreed with the Program Manager/Program Coordinator (normally within one week of the original exam). There will be an additional charge for this late examination.
- If this replacement examination is not taken (for whatever reason) then the student must either retake the failing course(s), or postpone the current semester.

- For each re-sit the student will be awarded a maximum of 60%. If the re-sit grade is lower than the original grade, the original grade will be awarded. It is compulsory to re-sit all courses unless prohibited and specified otherwise in the communication from the Academic Administration Office.

Notes on retake courses

- Students who have not met the minimum achievement grade (after re-sit) in more than two courses will normally not be able to fully progress into the next semester of study until they have retaken and passed the failed courses.
- A re-sit examination will not be permitted if the fail was due to cheating/plagiarism or other confirmed unfair academic practice. In this case the student may have to retake the failed course depending on the overall progression status.
- Students, who after the re-sit examinations are still failing 50% or more of the academic credits relating to that semester's courses, must retake all the failed courses. Therefore, they will not be able to progress to the following semester.
- In addition to the point above BBA 1 students who are required to retake more than 3 weeks of Practical Arts classes will not be able to progress to the following semester.
- The Progression/Awards Board may allow a maximum of two courses to be taken concurrently with the next semester, providing the timetable allows it (this does not apply to Practical Arts classes). A student cannot progress to a new semester, if they are still failing the semester prior to the most recent one studied.

I. Examination regulations

Examination dates will be posted at least one week before the examination takes place.

A student may be allowed to take an examination at other than the scheduled time only if he/she is incapacitated due to illness or accident, which is certified, or due to death in the immediate family. An examination which is missed for reasons other than the above will result in a grade of 1%.

A student who misses an exam for the above reasons must notify his/her Program Manager/Program Coordinator within one day of his/her return to school with supporting evidence (e.g. a doctor's note). A date

to sit the exam will then be agreed. Failure to meet the one day deadline may result in the opportunity to sit the exam being denied and a grade of 1% will be awarded to calculate the course average.

A student who believes that his/her circumstances fall into other than the above categories must file a mitigation report with the Program Manager or the Academic Dean/Dean of Practical Arts with supporting documentation within 24 hours of the concerned assessment to request a supplemental examination. The Dean's decision will be final. This will be a different examination and there will be a fee for a supplemental examination. Travel plans are not valid reason for missing an examination.

Any student arriving at a formal examination after 30 minutes will not be admitted to the examination and the grade will be 1%. For smaller assessments, lasting less than one hour, a student will not be admitted after 15 minutes. A student admitted late will only be given the time until the normal conclusion of the examination to complete. During final written examinations students may not leave in the first 30 minutes.

General examination regulations will be posted with the examination timetable and these must be observed by students and faculty without exception. Such regulations will relate to:

- Items allowed in the examination room
- Items not allowed in the examination room
- Talking during the examination
- Finishing the examination
- Cheating or attempted cheating
- Question time
- Dress code

J. Unfair practice

Unfair practice refers but is not limited to plagiarism, cheating and collusion. For more information, please refer to the Unfair Practice Policy available on Moodle.

K. Learning differences

Students are required to make known any learning differences they have which may affect their ability to progress. Diagnosed learning differences such as dyslexia, dyspraxia, ADD, ADHD will be accommodated as far as is possible by the School.

The student must approach the Academic Support Coordinator at the beginning of each academic semester to arrange the support needed and to be granted the facilitating conditions.

L. Maintenance of academic standing

Students, who, in the judgment of the Progression/Awards Board or the Academic Dean or the Dean of Practical Arts consistently fail to maintain satisfactory standards will, in the normal course of events, receive notice of:

1. Academic Warning on the first occasion
2. Academic Probation on the second occasion
3. Required to Withdraw on the third occasion

Students who have been required to withdraw before the official ending date of the semester will have the relevant course marked "Incomplete" on the academic record for all attended courses with no valid course average or credits. The Progression/Awards Board will specify any conditions affecting the required withdrawal.

M. Academic records

The student's academic record is confidential, within the school's faculty and administration teams. Semester final results will be communicated to the student, at the end of each academic semester, and as hard copy upon completion of the program. Any other request to share the information with a third party will be subject to a signed authorization from the student in person at the Academic Administration Office at the beginning of each active semester.

N. Grade report sheet

Semester academic record shows all courses completed during the semester, final course average of each course and credits earned per course. An unofficial grade report can be obtained from the Academic Administration Office if needed.

Official Final Transcript and/or final award document will be issued at the completion of the program, or the confirmed withdrawal from the program, free of charge. Additional copies of official transcript or duplicate of final award (in case of loss of the original) can be obtained from the Academic Administration Office for a fee.

O. Transfer of credits

Credits earned at the school are transferable at the discretion of the receiving school, college or university. Please refer to the Credit Equivalency paragraph in the Academic Catalog for more information.

P. Validity of registration

A student's registration and credit remain valid for twice the length of their program's duration since the initial enrolment (unless other regulations apply).

Q. Mitigation

This is a term which refers to a process by which students may request that exceptional circumstances be taken into account when reviewing their progress and assessment. It refers to one-off events that may have occurred during an assessment period which may have adversely affected their performance in the assessment. Students are required to complete an application for mitigating circumstances, available from the Program Manager/Program Coordinator, with evidence of the problem before the assessment grades are known. Mitigation cases are decided upon at the appropriate Progression/Awards Board.

R. Absence policy

Attendance in class is important to succeed at Les Roches and students are expected to have a commitment to their studies and a work ethos, which is displayed through excellent attendance. For this reason, attendance is required at all theory and practical classes. Students are expected to be in class on time. Students may not be allowed in the classroom if they arrive late. Lateness will be recorded as absence.

Absences will be recorded on a daily basis for each period when a student is absent. A single period counts as one absence, a double period counts as two absences, etc. Lateness will be recorded as absence. The lecturers have the discretion to refuse a student who is late from entering the classroom and record it as absence if it causes interruption or disturbance to the class.

It is essential that students attend all of their scheduled lessons. This is to justify the credits awarded for each course and to give students the best possible chance of passing the program.

The absence should only occur for reasons such as: illness, professional appointments, external interviews and any other valid reasons that cannot be dealt with outside of lesson and practical time. It is highly recommended that students keep a note of their own absences. Students who, for whatever reason, arrive late in Les Roches at the beginning of the semester will also be marked absent for all classes missed to date.

The Deans may allow students to be absent in some circumstances and these absences will not count towards the total absences. This is particularly with regard to work with the Student Governance Association or off-campus events organised by the school. Furthermore, lessons missed due to in-house presentations and interviews will not count towards the total absence provided that students register to attend presentations or the relevant events. Students will still be marked as absent from class but the Academic Administration Office will adjust this once their attendance is verified by a staff member.

During the semester students are requested to check their attendance record via the portal provided by the school. Any errors must be reported with evidence to the lecturer within one week of the absence being recorded. Weekly absence status is circulated among the Deans, Program Managers, Academic Support and Managing Director so that any necessary support for students concerned may be arranged.

It is the students' responsibility to manage their attendance.

Absence from class does not release students from the responsibilities of submitting work and projects on time, or of taking exams, quizzes and group work.

R.1 Absence Policy for the BBA 1 Semester

To develop a student's professionalism, team spirit and academic rigor, there are strict participation requirements during the semester. Attendance is required for all assessments, practical arts workshops and courses. Students are also required to be available for any special events (e.g. open days, cultural night, graduation, and career fairs).

Learning takes place through participation, observation, application and repetition, and involves contributing as a member of a team. Hence it is important that students respect their schedules at all times. Practical Arts courses simulate industry standards, and are dynamic and fast paced. Therefore, students can only fully benefit from the courses if they are present in class.

Specific requirements follow:

Lateness or absence from Practical Arts courses

Students are required to be punctual and a late student (15 minutes or less) will have points deducted from the related assessment or if more than 15 minutes late will be marked absent for the entire day (6 hours independent of the number of hours timetabled). The same consequences apply for unapproved interruption of the class. The students will however be allowed to stay in class to avoid missing knowledge acquisition.

The student must communicate any absences in advance, via email to the teacher in charge, before the practical class starts (with the Dean of Practical Arts in copy).

The consequences of absences and unapproved interruption of the class are the following:

- 1 day of absence (6 hours): the final course grade will reflect an overall deduction of 20 points.
- 2 days of absence (12 hours): the final course grade will reflect an overall deduction of 40 points.
- 3 days of absence (18 hours): the final course grade will reflect an overall deduction of 60 points.
- As of the 4th day of absence (over 18 hours), he/she will receive a grade of 1% for the course.

If a student is absent due to one of the following reasons and has communicated as required, the absence will still be recorded, however no deductions will be made to the grade:

- Death of an immediate family member
- Force majeure
- Serious illness (with a medical note from a Swiss doctor or the school nurse confirmation submitted)
- Any other justified reason approved by the Dean of Practical Arts in advance

In these situations, documentary evidence will be required. In case of serious illness, the student must either: visit a doctor the same day or visit the school nurse the same day.

The Practical Arts Department cannot arrange rescheduled learning for individual days of absence. If due to extraordinary reasons mentioned above, the student misses an entire course, this course will

be marked incomplete. Upon the approval of the Progression/Awards Board, a maximum of three weeks of learning may be rescheduled at the end of the following academic semester. Should the student have more than three weeks of learning incomplete, they will be unable to progress to the next academic level and will be required to return to the BBA 1 semester until the BBA 1 progression requirements are met.

Lateness or absence from BBA 1 academic courses

Attendance is taken at the beginning of each academic period. Any lateness will be recorded and count as one period of absence from the academic period concerned. The students will automatically fail an academic course if they are absent for more than 30% of the contact hours of that course.

Suspension due to absences and invalid BBA 1 semester

Students can have a maximum of 60 hours of absences in total across the semester. After the 60th absence hour, students will be suspended and the entire semester will be fully invalidated. It is the responsibility of the student to keep track of the hours they have missed.

Absences recorded will remain as a fact and the failing letter remains valid until the Progression/Awards Board meets and decides otherwise, unless a student is suspended from Les Roches before the end of the semester.

R.2 Absence policy for BBA 3, BBA 4, BBA 6, BBA 7, GB 5 and GB 7 semesters

Students will automatically fail an academic course in these semesters if they are absent for more than 30% of the contact hours.

Suspension due to absences and invalid BBA 3, BBA 4, BBA 6, BBA 7, GB 5 and GB 7 semesters

A student will be suspended from their studies for the remainder of the semester if he/she fails more than 3 of the registered courses in that semester due to absenteeism. A student on a special schedule taking 5 or fewer classes in the semester will be suspended if he/she fails more than 2 of the registered courses due to absenteeism. Any grades awarded during that semester will be invalidated and the student will be required to restart the entire semester.

Absences recorded will remain as a fact and the failing letter remains valid until the Progression/Awards Board meets and decides otherwise, unless a student is suspended from Les Roches before the end of the semester.

R.3 Absence policy for IHELP 6

A student registered in IHELP 6 will be suspended if they are absent for more than 20% of the program.

Absences recorded will remain as a fact and the failing letter remains valid until the Progression/Awards Board meets and decides otherwise, unless a student is suspended from les Roches before the end of the semester.

R.4 Failing academic courses due to excessive absences

If the amount of allowable absence hours is exceeded for any class or program, the student will receive a failing letter from the Academic Administration Office. The student can submit a “request for consideration”, using the template provided by the school, within 48 hours, and present evidence if it was not provided previously.

Criteria the Progression/Awards Board considers when evaluating request for consideration

- Reasons for being absent from class
- Evidence supporting request for consideration
- Adhering to the time frame as outlined in this policy
- Continuous attendance and social behavior
- Academic standing at the end of the program

Decision outcomes

- The board accepts the request: The student is awarded the grade they achieved. Should the achieved grade fail to meet the progression requirement, the student will be permitted to attend one re-sit exam. The re-sit exam is scheduled only once and communicated to students well in advance. It is the student’s responsibility to be present for the re-sit exam when scheduled.
- The board denies the request: The student will be awarded 1% as the course average. No re-sit will be permitted. Before the student will be allowed to fully progress to the next semester they need to pass the retake. The student will need to make the necessary arrangement to retake the course. This could mean having to add an extra semester to their studies.

It is recommended that the student continues attending classes for the remainder of the course in order to obtain a grade for each assessment, pending the Progression/Awards Board decision.

S. Progression/Award appeals

Students may lodge an appeal to the Progression/Awards Board via the Academic Administration Office within 15 working days from the communication of their results when:

- The published results of grades are suspected to contain arithmetical errors or other errors of fact.
- The decision made regarding a submitted mitigation request may contain error due to incomplete documentation.
- Substantiated irregularities in the delivery of the examination were not previously reported to the Progression/Awards Board.

Note:

- Appeals, which are based on facts that were already known to the Progression/Awards Board before the initial decision will not be admissible.
- Appeals, which question the academic judgment of examinations, shall not be admissible.
- Appeals, which are based on factors already known to the candidate before the assessment took place, will not be admissible. Such cases should have led the candidate to file for mitigating circumstances.

The Procedure

The Program Manager or the Dean of Practical Arts receives the written appeal and any evidence submitted by the student before coordinating with the relevant faculty for eligibility verification. If necessary, the Progression/Awards Board will reconvene to examine the case in presence of a Program Manager or a Dean who was not part of the original Progression /Awards Board.

The Progression/Awards Board will be empowered to take either of the following decisions, which are final:

- Reject the appeal and no further action will be taken.
- Accept the evidences and arguments provided and take decision on grade rectification.

T. Withdrawal from the school

Students are encouraged to complete the running semester and all scheduled assessments, in order to obtain the relevant grades and credits even if a withdrawal from the program is inevitable. However, if necessary, an early departure before the completion of the academic and/or Practical Art semester can be requested by the student and a departure be planned after having completed the Exit Interview and the Early Check-out Procedure, with the departure date approved by the campus management. Students on internship semester (if applicable) will need to inform the Career Services Department in writing as soon as the circumstance occurs and if it deems acceptable, receive approval and instruction before withdrawing from their internship. Fees may not be refundable depending on the time of confirmation and the reason of departure. The validity of the semester is dependent upon the time of the withdrawal and the confirmation of the Progression/Award Board at the end of the relevant semester.

14.

Academic regulations for Graduate programs

A. Change of program

Once the semester begins, a student may apply through the Registrar's office to transfer from one program to another up until the end of the second week of the semester's calendar, during their entry semester.

B. Course exemption and challenge for credit

There is no Exemption or Challenge for credit option for the Graduate Programs.

C. Grading

The grading policy uses the range of 0% to 100% where 100% is exceptional work and 60% is the pass requirement for all courses of the taught semesters of the graduate programs.

D. Submission of assignments

Assignments must be submitted on time and at the right place according to the faculty's instructions.

Failure to submit on time will incur the following penalties:

- Up to 24 hours late: 20% reduction in grade for that assignment
- Over 24 hours late: 1% will be recorded for that assignment

E. Incomplete work

Students prevented by illness or other legitimate reasons from completing requirements of a course before its completion, will have incomplete assigned on the grade report sheet. No grade point is recorded and the semester average is not affected. At this point, a completion date will be communicated to the student separately. If completion date has been passed and the course is not duly completed, a "1%" will be awarded for the concerned assessment. The course and semester average will then be recalculated.

F. Progression/Awards Board

The Progression/Awards Board normally comprises of the Deans, Program Managers, Academic Administration Office, the Registrar and the relevant faculty members.

The Progression/Awards Board meets at the end of the semester during the predetermined dates. It is the responsibility of this board to verify and to confirm all students' grades and awards.

G. Progression/Awards policy

Progression policy

Each semester, students are provisionally enrolled for the following semester according to the program structure and sequence to ensure the continuity of planning. The actual progression status will be confirmed by the Progression/Awards Board at the end of each semester. The progression sequence cannot be changed at the discretion of the students. This includes the intention to apply for a postponement or exemption of a curricular internship (if applicable), due to the fact that the Internship semester is credit bearing with specific learning outcome to be met as a milestone before the start of the next enrolment level (if applicable). Internship postponement will not be considered unless mitigating circumstances are submitted in time and accepted by the Program Manager.

To maintain academic continuity and in respect to the originally planned completion timeline, Leave of Absence is not encouraged nor automatically accepted. In case of personal reason, a Leave of Absence may be requested in writing with clear justification to the Academic Administration Office, where approval, further instructions and guidance can be obtained. It is recommended that a Leave of Absence should not have a continuous duration of more than one year and the maximum cumulated duration not longer than the length of the program from initial enrolment until graduation. Extra-curricular work experience gained during a leave of absence will not automatically be validated as an internship (if applicable). During Leave of Absence, the student will not bear the status of an active student and therefore must assume the resulting administrative procedures, such as: B-permit cancellation, restriction of work experience opportunities in certain regions, need of applying for new student visa application (if applicable) and private insurance cover, etc.

Any intention of transfer, postponement or withdrawal from the following semester's enrolment, must be expressed in writing to academics@lesroches.edu at least 6-8 weeks before the tuition payment deadline of the concerned semester to obtain approval and guidance. Lack of or delayed written request may result

in the charge of a late cancellation fee. Further details may be found in the “fees and other expenses” document on the school website.

To progress from one semester to the next re-sits are entitled for failing courses with an average between 40% to 60%. Retake is required for failing courses with average below 40% unless otherwise specified for the PGD students. For the MBA students, to progress from one semester to the next re-sits are entitled for failing courses with an average between 50% to 60%. Retake is required for failing courses with average below 50% unless otherwise specified.

Students are required to attend all re-sits unless prohibited and specified otherwise in the communication from the Academic Administration Office. Opportunity of attending re-sit exams cannot be

claimed retroactively once the re-sit session is over at the beginning of the next level of program.

For PGD I students, pending re-sit exams does not prevent students from going on PGD II internship semester if the student is permitted to attend re-sit exam(s) after internship.

For the MBA Program, the students should pass all the courses, except 1 course that is below the passing requirements. The overall average across the 2 semesters of the MBA program should be above 60%.

Award, minimum credit per program and classification

Final award is issued after all academic semesters, academic works and internship (if applicable) are fully validated and the student is cleared of all other admission, financial and legal obligations towards the school.

Award	Credits	Description
PG Certificate	19	Exit award of the Postgraduate Diploma program Exit award of the MBA program
PG Diploma	28	Final award of the Postgraduate Diploma program Exit award of the MBA program
MBA	37	Final award of the MBA program

The average of all courses determines the classification of Distinction: 85% and above.

H. Re-sits and retakes

For students who do not achieve the progression or achievement standards of their program of study, Les Roches operates a system of re-sit examinations and retakes classes.

- A re-sit is an examination which is designed to test the student’s overall knowledge of the failed course. It is subject to an examination fee and re-sit eligibility as per progression requirements.
- A retake class is for students who have not achieved the progression requirements after attempting the re-sit exam(s) (if applicable). In this case they must attend all the classes of the failed course again and complete all the assignments set.

Retakes are scheduled in priority to the next semester’s

courses, and a full tuition fee per course will be charged. If a student still fails to achieve the progression requirements after completing retakes, then they are permitted one final re-sit examination in the failed course(s) if the course average permits as per progression requirements. If the student is again unsuccessful with the re-sits they will be required to withdraw from their studies.

The Progression/Awards Board may allow course to be taken concurrently with the next semester providing the timetable allows it. Those students who, after re-sit, have half or more non-achieved courses of the semester are deemed to be unsuitable to progress to the following semester. The student will be required to retake the failed courses and meet the required progression standards before starting the next level of study.

H.1 PGD specific regulations

Re-sits

All the re-sits of the PGD program need to be completed, as per the predetermined timetable, or otherwise be specified by the Progression/Awards Board.

Retake

Retakes need to be completed on campus, unless limited by regulations of residential permit circumstances, where exceptions can be made for retake(s) to be delivered in a form of distance learning, provided that the total of retake do not exceed 50% of the curriculum offering.

Internship research and reflection

Re-submission

For incomplete or failed work; re-submission of the failed component **within 4 weeks** of the assessment being graded.

Pass

Students need to complete and pass all the courses

I. Examination regulations

Examination dates will be posted at least one week before the examination takes place.

A student may be allowed to take an examination at other than the scheduled time only if he/she is incapacitated due to illness or accident, which is certified or due to death in the immediate family. An examination which is missed for reasons other than the above will result in a grade of 1%.

A student who misses an exam for the above reasons must notify his/her Program Manager within one day of his/her return to school with supporting evidence (e.g. a doctor's note). A date to sit the exam will then be agreed. Failure to meet the one day deadline may result in the opportunity to sit the exam being denied and a grade of 1% will be awarded to calculate the course average.

A student who believes that his/her circumstances fall into other than the above categories must file a mitigation report with the Dean of Graduate Studies

with supporting documentation within 24 hours of the concerned assessment to request a supplemental examination. The Dean's decision will be final. This will be a different examination and there will be a fee for a supplemental examination. Travel plans are not a valid reason for missing an examination.

Any student arriving at a formal examination after 30 minutes will not be admitted to the examination and the grade will be 1%. A student admitted late will only be given the time until the normal conclusion of the examination to complete. During final written examinations students may not leave in the first 30 minutes.

General examination regulations will be posted with the examination timetable and these must be observed by students and faculty without exception. Such regulations will relate to:

- Items allowed in the examination room
- Items not allowed in the examination room
- Talking during the examination
- Finishing the examination
- Cheating or attempted cheating
- Question time
- Dress code

J. Transfer to the MBA second semester

Upon successful completion of the Post Graduate Diploma in International Hospitality Management curriculum, a student can proceed into the second semester of the Master of Business Administration in Global Hospitality program on condition that he/she fully meet the Post Graduate Diploma award criteria without any pending concerns (admission, finance, fitness to study and general behavioral sanction etc.) as well as meeting the MBA age requirement before the start of the MBA II semester. The transfer of credits is valid for a period of two and a half years (2.5 years) as of the beginning of the PGD program. The latter also applies to students from LRM and LRJJ who are eligible for this option. The MBA degree shall be the final and only award upon successful completion.

K. Unfair practice

Unfair practice refers but is not limited to plagiarism, cheating and collusion. For more information, please refer to the Unfair Practice Policy available on Moodle.

L. Learning differences

Students are required to make known any learning differences they have which may affect their ability to progress. Diagnosed learning differences such as dyslexia, dyspraxia, ADD, ADHD will be accommodated as far as is possible by the School. The student must approach the Academic Support Coordinator at the beginning of each academic semester to arrange the support needed and to be granted the facilitating conditions.

M. Maintenance of academic standing

Students, who, in the judgment of the Progression/Awards Board or the Dean of Graduate Studies consistently fail to maintain satisfactory standards will, in the normal course of events, receive notice of:

1. Academic Warning on the first occasion
2. Academic Probation on the second occasion
3. Required to Withdraw on the third occasion

Students who have been required to withdraw before the official ending date of the semester will have the relevant course marked "Incomplete" on the academic record for all attended courses with no valid course average or credits. The Progression/Awards Board will specify any conditions affecting the required withdrawal.

N. Academic records

The student's academic record is confidential, within the school's faculty and administration teams. Semester final results will be communicated to the student, at the end of each academic semester, and as hard copy upon completion of the program. Any other request to share the information with a third party will be subject to a signed authorization from the student in person at the Academic Administration Office at the beginning of each active semester.

O. Grade report sheet

Semester academic record shows all courses completed during the semester, final course average of each course and credits earned per course. An unofficial grade report can be obtained from the Academic Administration Office if needed.

Official Final Transcript and/or final award document will be issued at the completion of the program, or the confirmed withdrawal from the program, free of charge. Additional copies of official transcript or duplicate of final award (in case of loss of the original) can be obtained from the Academic Administration Office for a fee.

P. Transfer of credits

Credits earned at the school are transferable at the discretion of the receiving school, college or university. Please refer to the Credit Equivalency paragraph in the Academic Catalog for more information.

Q. Validity of registration

A student's registration and credit remain valid for twice the length of their program's duration since the initial enrolment (unless other regulations apply).

R. Mitigation

This is a term which refers to a process by which students may request that exceptional circumstances be taken into account when reviewing their progress and assessment. It refers to one-off events that may have occurred during an assessment period which may have adversely affected their performance in the assessment. Students are required to complete an application for mitigating circumstances, available from the Program Manager, with evidence of the problem before the assessment grades are known. Mitigation cases are decided upon at the appropriate Progression/Awards Board.

S. Attendance policy

Graduate students are expected to attend all classes. Many assessments depend on class involvement and failure to attend may jeopardize your achievement. Absences must be explained to the faculty and the dean may decide to take sanctions against students who are absent for no good cause. In extreme cases, the Progression/Awards Board may refuse to assess a student.

Students are expected to show a critical level approach to their studies and take responsibility for their attendance, learning, group work and assessments in accordance to the mission of the graduate studies.

T. Progression/Award appeals

Students may lodge an appeal to the Progression/Awards Board via the Academic Administration Office within 15 working days from the communication of their results when:

- The published results of grades are suspected to contain arithmetical errors or other errors of fact.
- The decision made regarding a submitted mitigation request may contain error due to incomplete documentation.
- Substantiated irregularities in the delivery of the examination were not previously reported to the Progression/Awards Board.

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- Appeals, which are based on facts that were already known to the Progression/Awards Board before the initial decision, will not be admissible.
- Appeals, which question the academic judgment of examinations, shall not be admissible.
- Appeals, which are based on factors already known to the candidate before the assessment took place, will not be admissible. Such cases should have led the candidate to file for mitigating circumstances.

The Procedure

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The Progression/Awards Board will be empowered to take either of the following decisions, which are final:

- Reject the appeal and no further action will be taken.
- Accept the evidences and arguments provided and take decision on grade rectification.

U. Withdrawal from the school

Students are encouraged to complete the running semester and all scheduled assessments, in order to obtain the relevant grades and credits even if a withdrawal from the program is inevitable. However, if necessary, an early departure before the completion of the academic semester can be requested by the student and a departure be planned after having completed the Exit Interview and the Early Check-out Procedure, with the departure date approved by the campus management. Students on internship semester (if applicable) will need to inform the Career Services Department in writing as soon as the circumstance occurs and if it deems acceptable, receive approval and instruction before withdrawing from their internship. Fees may not be refundable depending on the time of confirmation and the reason of departure. The validity of the semester is dependent upon the time of the withdrawal and the confirmation of the Progression/Award Board at the end of the relevant semester.

15. Administrators, faculty and staff

A. Administration

A.1 Management

Managing Director Les Roches Crans-Montana, CEO Les Roches Worldwide

Executive Assistant

Academic Dean Les Roches Crans-Montana and Les Roches Worldwide

Campus Facility Manager

Chief Financial Officer Les Roches Worldwide

Dean of Graduate Studies

Dean of Practical Arts and BBA 1 Program Manager

Dean of Students

IT Business Relationship Manager

HR Business Partner

Head of Marketing Les Roches Worldwide

Dr. Christine Demen Meier (PhD, MBA)

Mrs. Sophie Vianin

Mr. Colin Small (MBA)

Mrs. Joceline Favre-Bulle

Mr. Stelios Pappas (MBA)

Dr. Dimitrios Diamantis (BA (Hons), MSc, PhD)

Mrs. Susanne Welle Siegler (MA)

Mrs. Andrea Chakravarti (MA)

Mr. Mark Aston (MBA)

Mr. Patrick Constantin (HSE)

Mr. Mario Sgarrella (MA)

A.2 Academic

BBA 3 Program Manager

BBA 4 Program Manager

BBA 6 and 7 Program Managers

Foreign Languages Coordinator

General Education Program Manager

Global BBA Program Manager

PGD Program Manager

Program Director - Master Program

Mr. Bertrand Crettol (CHE)

Mr. Javier Del Sol (MBA)

Mr. Wolf Magnus Gerstkamp (BA, MBA)

Mrs. Andrea Andrioli-Jiriti

Ms. Mariam Ninan (BA)

Dr. Sanjay Chib (MSc, PhD)

Mr. Frank Gueuning (MBA)

Mr. Scott Dahl (BSc)

A.3 Support Services

Accreditation and Quality Assurance Officer

Multimedia Developer

Practical Arts Coordinator

Mr. Christian Daujat

Mr. Frans Andree

Mrs. Lisa (Beina) Zhu

Academic Administration and Admissions

Head of Academic Administration and Admissions

Registrar and Academic Office Team Leader

Deputy Registrar

Academic Administration Officer

Mrs. Helen Ye-Ernotte

Ms. Audrey Halleux

Ms. Emilie Gillioz

Mr. Josip Majhen

Ms. Aline Lerjen

Mr. Mauro Morganella

Ms. Fanny Savioz

Ms. Anais Zuffrey

Admissions Team Leader

Admissions Officers

Academic Office

Academic Dean's Secretary

Academic Secretary and Technical Assistant

Mrs. Julie Passera

Mrs. Isabelle Boisseau Sculati

Accounting

Student Accounting Team Leader

Student Accounting Officers

Mr. Pascal Métrailler

Ms. Miriam Martinez Gonzalez

Mr. Simon Dayen

Career Services Department

Head of Career Services
Career Events Project Leader
Senior Career and Placement Counselor
Career and Placement Counselors

Mrs. Stephanie Ruiz de Jongh
Mr. Giovanni Odaglia
Mr. Avgoustinos Souridis
Ms. Sarah Balet
Mrs. Christina Seow

Facilities

Front Office, Lodging and Administration
Lodging Administrator
Receptionists

Mrs. Marta Miranda
Mr. Adrian Zurczak
Mrs. Sabina Avedisova
Ms. Charlène Lancellotti
Mrs. Anne Bobier

Health and Wellbeing

Head of Health and Wellbeing
Campus Nurse
Student Counselor

Mrs. Angela Koekebakker
Mrs. Tânia Fonseca Pereira
Mrs. Androulla Aston

Housekeeping

Executive Housekeeper
Assistant Executive Housekeeper

Ms. Andreia Costa
Ms. Dora Cardoso

Information Technology

IT Service Technician
IT Service Desk Technician
IT Systems and Network Engineer

Mr. Tiago Coelho
Mr. Flavio Miranda
Mr. Hugo Pereira

Library

Librarian
Assistant Librarian

Ms. Cédrine Coquoz
Ms. Albine Rey

Marketing

Marketing Manager
Content Marketing and Alumni Coordinator

Ms. Diana Giudice
Ms. Charlotte Andrey

Security

Head of Security Les Roches and GIHE
Campus Security Coordinator
Night Security Officer

Mr. Vasileios Boufidis
Mr. Franck Fouré
Mr. Jean-François Astolfi

Student Affairs

Head of Student Affairs
Sports and Leisure Coordinator
Student Affairs and Administration Coordinator
Student Affairs and Communications Officer
Student Affairs Officer
Student Events Officer

Mr. Damien Fehlmann
Mr. Tom Van der Meij
Mrs. Danielle Nendaz
Mr. Alexander Small
Ms. Rosine F. Rey
Mr. Miladin Kalajdzic

B. Faculty

The faculty at Les Roches Crans-Montana campus teaches in their own particular area of expertise. Most teachers are able to take advantage of extensive experience or academic background and teach in courses related to more than one field of study. Faculty members are full-time unless otherwise noted.

Full and part-time faculty

Adams, Debra (Visiting Lecturer)

BSc degree in Catering Administration from Dorset Institute of Higher Education and a Master in Online and Distance Learning from Open University in the UK. Associate with the Chartered Institute of Management Accountants (CIMA). Member of the ICAEW Tourism Special Interest Group and part of the British Association of Hospitality Accountants.

Aiosi, Vincenzo

Service Instructor since 2012. Operatore Servizi Ristorativi nei Settori Sala, Bar, Istituto professionale di stato servizi alberghieri Mandralisca, Italia, (1998). Diploma Tecnico dei Servizi Ristorativi, Istituto professionale di stato servizi alberghieri Mandralisca, Italia, (2000). Formateurs d'Apprenti en Entreprise, Switzerland, (2010). WSET Level 2 Award in Wines and Spirits (Hons), International Wine and Spirits Centre, UK, (2014). Brevet fédéral de Sommelier, Switzerland, (2016).

Andrioli Jiriti, Andrea

Senior Lecturer in Spanish and Italian since 2002. Foreign Language Coordinator since 2013. CHE; Licenciatura en Trabajo Social, University of Buenos Aires, Argentina, (1999). Brevet fédéral de Formateur d'adultes, Switzerland, (2011). Laureate Certificate in Online, Hybrid and Blended Education, (2016).

Angevin, Frederic

Culinary Instructor since 2017. CAP Cuisine mention Anglais, Lycée Hôtelier Lameloise Bourgogne, France, (1984). GED Certification, Fort Worth, USA, (1996). An award winner of the Best Chef in Texas and Best Restaurant Wine List TX in "Wine Spectator" Magazine, Escargot Restaurant, USA, (2001). HACCP, Texas Restaurant Association, USA, (2004).

Avila, Franc

Clinical Professor in Innovation, Entrepreneurship and Modelling since 2010. MSc, Leeds Metropolitan University, UK, (2001). Registered for a DBA with University of Liverpool, UK.

Berroya Carlos, Joel

Culinary Instructor since 2018. Bachelor in Hotel and Restaurant Management at the Polytechnic University of the Philippines, Philippines, (1996). PGD in Higher Education with the University of Derby, UK, (2016).

Beyer, Nicolas

Culinary Senior Instructor and Pastry Supervisor since 1992. CHE; CAP Pâtissier-Confiseur-Glacier, France, (1978). Confiseur-Pâtissier-Glacier diplômé, Switzerland, (1998). Brevet fédéral de Formateur d'adultes, Switzerland, (2011).

Buisine, Martin

Pastry Instructor since 2009. CAP Pâtissier-Chocolatier-Glacier-Confiseur, LEP Notre Dame de la Providence, France, (1987). Formation Complémentaire en Chocolaterie et Glace, LEP Michel Servet, France (1989). Brevet fédéral de Formateur d'adultes, Switzerland, (2017). Brevet fédéral chef Pâtissier-Confiseur, Switzerland, (2018).

Campione, Riccardo

Senior Lecturer in Revenue and Pricing Management since 2015. BA in Business Administration with Marketing concentration, John Cabot University and University of California Berkeley, Italy and USA, (2001). Master in Hospitality Finance, Hilton Worldwide Corporation, (2003). Certification in Executive Leadership, Hult International Business School, UK, (2005). Executive Master in Revenue Management, Cornell University, USA, (2007).

Carlson Blatti, Kirstin

Senior Lecturer in English since 2007. Assistant to the Accreditation and Quality Assurance Officer since 2018. BA in Linguistics, University of Colorado, USA, (1990). MEd in Applied Linguistics, Open University, UK, (2010).

Chib, Sanjay

Associate Professor in Entrepreneurship, Web Strategy and Design since 2015 and Program Manager. BA in Hotel and Restaurant Administration, Washington State University, USA, (2001). MSc in International Hospitality Management, Manchester Metropolitan University, UK, (2004). PhD in Business, Royal Melbourne Institute of Technology University, Australia, (2013).

Crettol, Bertrand

Senior Lecturer in French since 1993 and Program Manager. CHE; Licence en Lettres (Master in French Literature), Université de Fribourg, Switzerland, (1992).

Dahima, Akhilesh

Culinary Instructor since 2018. BSc in Hotel Management and Catering Technology, Guru Gobind Singh Indraprastha University, India, (2004).

Darioly Carroz, Annick

Associate Professor in Leadership since 2013. BSc in Psychology, University of Lausanne, Switzerland, (2003). MSc in Work and Organizational Psychology, University of Neuchatel, Switzerland, (2005). PhD in Work and Organizational Psychology, University of Neuchatel, Switzerland, (2011).

Del Sol, Javier

Senior Lecturer in Rooms Division since 2010 and Program Manager. BA in Law, University of Lima, Peru, (2000). MA in Human Resources Management, Polytechnic University of Catalonia - EAE Business School, Spain, (2002). PGC in Hospitality Management, Thames Valley University, UK, (2007). Executive MBA, University of Barcelona - EAE Business School, Spain, (2011).

Di Donna, Joe

Clinical Professor in Marketing since 2010. MA in Political Sciences specialized in Sociology, Università degli Studi di Milano, Italy, (1987). Registered for a PhD with University of Lausanne.

Di Monte, Ruggiero

Service Instructor since 2015. Certificat fédéral de Capacité, Diploma di « Addetto ai Servizi Alberghieri di Sala-Bar », Ecole Hôtelière Armando Perotti-Bari, Italy, (1980).

Diamantis, Dimitrios

Professor since 1999 and Dean of Graduate Studies. BA (Hons) Hotel Management, South Bank University, UK, (1993). MSc in Tourism Management, University of Surrey, UK, (1994). PGD in Marketing, Chartered Institute of Marketing, UK, (1994). PhD in Ecotourism and Consumer Behavior, Bournemouth University, UK, (1998).

Dunn, Sarah

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