

# Academic Catalogue



2020.1  
February – July  
2020





**Academic catalogue  
valid for the following intake**

**February - July 2020**

The content of this catalogue 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 fulfil 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 Marbella Global Hospitality Education, as an official Branch campus of 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

Welcome to the exciting world of international hospitality! Choosing Les Roches Marbella to pursue your career goals will help you to open doors to a challenging and fast-growing global profession. We invite you to discover our University and the wealth of opportunities we provide our students in their pursuit of becoming future leaders in this dynamic industry.

Since 1995 we have been providing our students with the tools needed to excel as hospitality management professionals around the world. Through our unique craft-based learning approach, rigorous educational methods, and multicultural learning environment we work to instil a sense of excellence in our students that serves as the basis for developing leaders with a solid working knowledge of their profession. Our state-of-the-art campus in one of the most dynamic and relevant areas of concentration of hotels and luxury resorts in Europe, at the foot of the Mediterranean, in the city of Marbella, Spain is home to students from almost 80 countries around the world who all share a common passion for hospitality.

The dynamic and innovative hospitality industry offers exciting employment opportunities for professionals seeking a career in this fascinating international and ever-changing industry.

The Les Roches Marbella Academic Catalogue provides you with an in-depth insight into the academic programs offered which will provide you with a sound academic experience for your future in the international world of hotels and the service industry and progress to leadership positions in the hospitality business.

We take great pride in the accomplishments of our students and look forward to guiding you as a future leader in the exciting world of hospitality.



Mr. Carlos Díez de la Lastra General Director

Les Roches Marbella Global Hospitality Education



## 2. Statement of general purposes

Les Roches Marbella is a co-educational school offering higher education programs. As an official Branch campus of Les Roches, is accredited by New England Commission of Higher Education (NECHE). Les Roches provides instruction in English to students of any race, nationality, sex, colour, religion or creed who have successfully completed a full secondary school program (for the undergraduate programs) and or university/degree or diploma (for the postgraduate programs).

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.

Currently, with an international faculty and an attractive, up-to-date and well-equipped campus, Les Roches Marbella offers its students an internationally recognized comprehensive education. During their program, students gather all the theoretical and practical knowledge necessary to excel in their profession and will enter the labour market with confidence and experience, which are highly praised by the hospitality industry.

# 3.

## Mission and values

### A. Les Roches overarching mission

Les Roches Global Hospitality Education prepares students committed to an international career in the hospitality and service industry for success. Its model hospitality education programs balance theory with practice, independent learning with strong faculty support and mentorship, providing a solid foundation for lifelong learning. Guided by its mission, Les Roches ensures that students acquire personal and professional skills for immediate employment and progression into leadership positions in the industry. Through its global network of campuses and educational sites, the Les Roches model of education consistently complies with high academic standards and integrated resources to grant accessibility to hospitality education throughout the world.

The values that guide the Les Roches Communities worldwide working toward a common vision are:

- To practice and teach the Swiss work ethos
- To demonstrate understanding and respect for cultural differences
- To develop leadership, teamwork and entrepreneurship
- To foster a global perspective
- To act with integrity
- To engage with industry and educational partners
- To act responsibly in the development of a sustainable environment

### B. Campus mission

Our purpose at the Marbella campus is to provide a positive learning environment that assists students' overall personal development both inside and outside the classroom. As a specialist school in Hotel Management, the essence of Hospitality is about service, often through teamwork and solidarity with others. Students practice this 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 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 Marbella; 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 teamwork, solidarity and service. In this way, the ethos of Hospitality assists overall personal development of the student.

### C. 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 endeavour 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.

### 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.

# 4.

## Affiliation, accreditation, recognition and memberships

Les Roches Marbella 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. Industry memberships

The school, its administration, and Faculty are members of a number of Institutions and National and International Associations:

- World Tourism Organization (UWNTO)
- Council on Hotel Restaurant and Institutional Education - CHRIE - (USA) and EUROCHRIE (Europe)
- Association of Directors of Hotel Schools (EUHOFA)
- World Association for Hospitality and Tourism Training (AMFORHT / WAHTT)
- Asociación Española de Directores de Hotel (AEDH)
- Asociación de Empresarios Hoteleros de la Costa del Sol (AEHCOS)
- International Hotel & Restaurant Association (IHRA)
- International Association of Hospitality Management Schools (IAHMS)
- The Leading Hotel Schools in Europe (EURHODIP)
- European Council on International Schools (ECIS)
- Centro de Iniciativas Turísticas de Marbella (CIT Marbella)
- Confederación Española de Hoteles y Alojamientos Turísticos (CEHAT)
- Member of diverse Chambers of Commerce
- Council of International School (CIS)

### C. Other recognitions

Quality and Environmental Policy

- Quality Assurance: 2007-2018 - Les Roches Marbella has been awarded Quality Certification in Management Systems UNE/EN/ISO 9001:2008 by Bureau Veritas for complying with international quality standards.
- Environmental Assurance: 2009-2018 - Les Roches Marbella was awarded Environmental Certification in Management Systems UNE/EN/ISO 14001:2004 by SGS for complying with international environmental standards.
- Corporate Social Responsibility - In 2011 Les Roches Marbella was awarded Corporate Social Responsibility Certification in Management Systems SGE-21 by Forética and Bureau Veritas for complying with international ethical and social responsibility standards. The certification was awarded to Les Roches Marbella again in July 2014. "Conciliatory Company 2016" ("Empresa Conciliadora 2016") granted by the Delegation of Equity & Diversity of Marbella Town Hall. The award was granted in November 2016.

# 5.

## Entry qualifications

### A. BBA in global hospitality management - Admission requirements

1. Normally 17 years old and above.
2. A completed application form with all pertinent attachments and a non-refundable application fee of 275 €.
3. A copy academic credentials and original on registration day (Secondary Education Diploma or equivalent -list not exhaustive : US High School Diploma, IB Diploma (min 24 points), 2<sup>o</sup> Bachillerato, Dutch VWO (Wet op het Wetenschappelijk Onderwijs), Belgian Certificat D'Enseignement Secondaire Supérieur/ Getuigschrift van Hoger Secundair Onderwijs, Swedish Slutbetyg, UK-Minimum 2 full A-Levels, Greek Apolytirion, Australian Certificate of Education, New Zealand National Certificate/Abitur, Baccalaureate, Maturité, Gymnasium, or High School Diploma --excluding Vocational High School-). Last three years transcripts with courses completed and grades received. If documents not in English or Spanish an official notarized English translation will be required).
4. Study Plan/Motivation Letter (An essay of motivation describing why the candidate wishes to study at Les Roches Marbella, interest, past experience and future ambitions, approximately 300 words with signature and date).
5. 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.
6. Parental Consent and Declaration - for any candidate who would not be 18 at the start of the program.
7. If English is not their mother tongue or if they have not studied at least 2 years in an English-speaking school, enclose one of the following:
  - TOEFL: minimum score of 70 for the internet-based test.
  - Cambridge First Certificate: grade C.
  - I.E.L.T.S. Students must apply to take the Academic Module examination and obtain a minimum of 5.0 in each discipline and gain at least an overall band of 5.5.

All English certificates must have been issued in the last 12 months prior to admission. If on application, your official English test results are not available, applicants will be required to take the Les Roches Marbella English entrance exam and provide your official English results thereafter. If the result of the exam is below the required official English level, the student will need to join the IHELP 15 instead.

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.

Upon written request from the student and the agreement of the Award Committee (for financial reasons or not meeting the academic results), the program of study may be shortened and a lower qualification issued (Diploma). The type of qualification will depend on the length of studies at Les Roches, the number of internships successfully validated and amount of credits cumulated.

### B. Bachelor of business administration completion (BBA) – Direct entry to BBA3, 4, 6 or 7 – Admission requirements

Les Roches Marbella 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 Director will review and assess credit transfer and entry points.

In addition to the above admission requirements, direct entry candidates must meet the following entry requirements:

1. Students must hold one of the following:
  - Previous Education - Applicants may apply with one of the following:
    - Les Roches Higher Diploma in Hotel Management or Diploma in Hotel Management
    - BTEC Higher National Diploma.
    - Diploma of a hotel school or other recognized diploma with minimum of 2.5-year programme.

Other Diplomas - Applications from students wishing to transfer from other programs will be considered. Appropriate entry level will be determined according to their qualifications. In order to make a formal academic evaluation, candidates are required to submit an official program outline and transcript of previous studies.

Professional Experience - Please provide copies of work experience certificates in the hotel industry, if applicable.

2. If English is not their mother tongue or if they have not studied the last 3 years in an English-taught school, enclose one of the following:
  - TOEFL: minimum score of 80 for the internet-based test. <sup>1</sup>
  - Cambridge:

First Certificate Exam (FCE): Grade A - Please also send the statement of results with your detailed profile.

Cambridge Advanced Exam (CAE): Grade C - Please also send the statement of results

- I.E.L.T.S. Academic Module minimum Overall Band Score of 6.0 and at least 5.5 in each discipline.

All English certificates must have been issued in the last 12 months prior to admission. If on application, your official English test results are not available, applicants will be required to take the Les Roches Marbella English entrance exam, and provide your official English results thereafter.

4. If English is not their mother tongue or if they have not studied the last 2 years in an English-speaking school/university, enclose one of the following:
  - TOEFL: minimum score of 525 points for the paper-based test or 70 for the internet-based test.
  - Cambridge First Certificate: grade C.
  - I.E.L.T.S. Students must apply to take the Academic Module examination and obtain a minimum of 5.0 in each discipline and gain at least an overall band of 5.5.

All English certificates must have been issued in the last 12 months prior to admission. If on application, your official English test results are not available, applicants will be required to take the Les Roches Marbella English entrance exam, and provide your official English results thereafter. If the result of the exam is below the required official English level, the student will need to join the IHELP 15 instead.

5. Study Plan/Motivation Letter (An essay of motivation describing why the candidate wishes to study at Les Roches Marbella, interest, past experience and future ambitions, approximately 300 words with signature and date).

### C. Postgraduate diploma in international hospitality management // postgraduate executive diploma in international hotel management

1. Minimum 21 y.o.a. (24 y.o. for Executive Diploma)
2. A completed application form with all pertinent attachments and a non-refundable application fee of 275 €.
3. Must hold a Bachelor's Degree or Diploma (preferably, but not limited to, in the areas of Tourism, Business Administration, Economics), supported by the university transcripts and copy of university degree obtained. Applications from non-degree candidates can provide evidence of having worked minimum 3 years at management level, may be accepted to enter the Professional Development Diploma Program for PG Executive candidates: must hold a Bachelor's Degree AND 3 years of proved worked experience in the hotel industry.

<sup>1</sup> Unless native English speaker or students who have spent at least the last 2 years in full time English education

## D. Master's in international hotel management

1. Age - Minimum aged 21 years old or above.
2. Education or experience - Applicants must hold an accredited bachelor degree in any field. Little experience or no experience required.
3. English Qualifications - If you are not a native English speaker, or if you have not spent the last 3 years in an English-taught school, please enclose one of the following:
  - TOEFL: minimum score of 525 points for the paper based test or 70 on the Internet Based Test (IBT).
  - Cambridge First Certificate Exam (FCE): Grade C. Please also send the statement of results with your detailed profile.
  - IELTS: Academic Module minimum Overall Band Score of 5.5 and min. 5.0 in each part (listening, reading, writing, speaking).

All English certificates must have been issued in the last 12 months prior to admission. If you do not meet the above English language requirements on application or your official English test results are not available, you will be required to take the Les Roches Marbella English entrance exam, and a provisional acceptance letter will be issued so that you can provide your official English results thereafter. If the result of the exam is below the required official English level, the student will need to join the IHELP 15 instead.

Please note:

The admissions requirements are guidelines and are subject to change at any time.

### E. 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 BBA or PG programs. Entry requirements are the same as for the Hospitality programs except for the English Language certificate. Please refer to the English Language Equivalency table here below. language entry level for each program effective as of January 2020.

### F. English language equivalency table

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

Programs	TOEFL The Les Roches Marbella TOEFL testing code number is B941. Mention this code number when you register for a test.	IELTS IELTS has 4 subcomponents: writing, Reading, Speaking and Listening. Each subcomponent can be at 0,5 less than the required average but not lower	Cambridge FCE/CAE First Certificate: FEC // Cambridge Advanced Exam (CAE). Please also provide statement of results
IHELP15	34 IBT (Internet Based Test)	Average 4.5	PET pass
BBA / Diploma S1	70 IBT (Internet Based Test)	Average 5.5	FCE: grade C
Direct Entry S3	70 IBT (Internet Based Test)	Average 5.5	FCE: Grade C
Direct Entry S4/ S6/S7	80 IBT (Internet Based Test)	Average 6.5	FCE: Grade A CAE: Grade C

## G. Miscellaneous

### G.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 whenever possible, additional time to complete examinations and special test conditions. Applicants should indicate clearly such conditions prior to acceptance. Eligibility of acceptance will be analysed accordingly by the school's supporting personnel. The candidate may write to the School for further information by providing official documentation detailing the diagnosis.

### G.2 Progression Policy

Each semester, students are provisionally enrolled for the following semester to ensure the continuity of planning. The actual progression will depend on the end-of-semester status of success. The progression sequence cannot be changed at the discretion of the students. Students exempted from or given authorization to postpone an internship, are accepted into the subsequent semester depending on space availability and approval of the Academic Director and Career Department office. A semester of leave of absence must be approved by the Academic Office. Extra-curricular work experience gained during a leave of absence will not automatically be validated as an internship. The student must assume the resulting administrative procedures, such as: student residency renewal or cancelation, restriction of opportunities in certain regions, new student visa application, private insurance cover, etc. The intention to withdraw, transfer, or postpone the following academic semester, must be expressed in writing to [academicsdept@lesroches.es](mailto:academicsdept@lesroches.es) at least 6-8 weeks before the end of the current semester to obtain approval and guidance.

### G.3 Withdrawal from the School

Students may withdraw from the school at any time with a written confirmation and School approval; for further details, please refer to the Academic Regulations.

For details regarding the financial policy, please refer to the tuition fees document, also available with the Accounting office on campus.



# 6. Calendar 2020.1

Spring 2020 Semester  
Les Roches Marbella

English Program			
New to the campus	*Registration starting day	* End date (last day at school)	Graduation date
IHELP 15	February 10	June 5	Continuation subject to program success
Undergraduate Programs			
New to the campus	*Registration starting day	* End date (last day at school)	Graduation date
BBA 1 / Diploma 1	February 10	July 10	
BBA 3 / Diploma 3 / BBA 6	February 14	June 19	
BBA 7			June 26
Graduate Programs			
New to the campus	*Registration starting day	* End date (last day at school)	Graduation date Commencement
HIP (Hospitality Immersion Program)	February 10	February 21	
PGD	February 21	June 19	June 26
MIHM -1 (Master in International Hotel Management, semester 1)		June 19	
MIHM -2 (Master in International Hotel Management, semester 2)		May 10	June 26

Holiday period (Spring): Easter break 06.04.2020 to 10.04.2020 inclusive.

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

\* Registration and Starting date: the required arrival date of the school. 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

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

# 7.

## Academic programs

### A. Bachelor of business administration (hons) in global hospitality management

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

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.

#### A.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

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

1. Become autonomous learners working towards realizing their personal, professional and academic potential.
2. Appraise confidently the central theories and concepts within the field of Global Hospitality Management.
3. Identify and critically evaluate cross-cultural issues in the international business environment.
4. Develop the intellectual and digital agility required for leadership in a multi-cultural industry.
5. Use effectively the full range of Les Roches undergraduate competencies developed during the program.

**A.2 Program Content**

## Semester 1 BBA 1 (intake 2020.1)

Course Name	Credits
Gourmet Experiences	4
Skills and Techniques in Food & Beverage	4
Food & Beverage Trends	4
Rooms Division & Hotel Operations	5
Principles of Resorts: Operations & Communication	7
<b>Total credits</b>	<b>24</b>

## Semester 2 BBA 2 (returning 2020.2)

Internship	10
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## Semester 2 BBA 3 (returning 2021.1)

Course Name	Credits
Hospitality Financial Accounting	3
Marketing for the Hospitality Industry	3
Fundamentals of Data Analysis & Visualisation	3
Managing Diversity in the Global Workplace	3
Principles of Sustainability and Innovation	3
Communicating Effectively (as per tested level)	3
1 elective course as required: Foreign Language (Spanish, French, German)	3
<b>Total credits</b>	<b>21</b>

## Semester 4 BBA 4 (returning 2021.2)

Course Name	Credits
Digital Marketing & Sales	2
Food & Beverage Management and Cost Control	2
Leading Teams to Success	2
Fundamentals of Economics	3
Hospitality Managerial Accounting	3
Rooms Inventory and Control Management	3
Hospitality Facilities Management	3
1 elective course as required: Foreign Language (Spanish, French, German)	3
<b>Total credits</b>	<b>21</b>

Semester 5 BBA 5 (returning 2022.1)

Internship	10
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Semester 6 BBA 6 (returning 2022.2)

All specializations

Course Name	Credits
Customer Relationship Management (CRM)	2
Revenue & Pricing Management	3
Hospitality Financial Management	3
Models for Problem Solving & Decision Making	2
People & Talent Management	2
Data Analytics for Business Optimisation	3
1 elective course as required:	
Research Methods <sup>1</sup>	3
Sustainable Development in a Globalized World	3
<b>Total credits</b>	<b>18</b>

<sup>1</sup> Prerequisite course for Honors Students for Dissertation Completion

Semester7 BBA 7

Digital marketing strategies specialization (returning 2023.1)

Course Name	Credits
Marketing 4.0	2
Innovative Sales Strategies	3
Digital Marketing and Content Creation	3
Brand Management	2
1 elective courses to choose (1 elective course for honors students) as required:	
Professional Development & Networking	3
Responsible Global Citizen and Socially Responsible Organizations	3
Managing Change & Digital Transformation	3
<b>Total credits</b>	<b>18</b>
Dissertation (compulsory for honors degree)	6
<b>Total credits for honors degree</b>	<b>21</b>

Note: Students doing their dissertation have to drop a BBA 7 Gen Ed course.

## Academic Programs

### Developing & managing resorts specialization (returning 2023.1)

Course Name	Credits
Project Management in Resort Properties	3
Introduction to Golf Club Management	3
Spa, Health and Wellness in Resorts	3
Resort Management and Operations	3
2 elective courses to choose (1 elective course for honors students) as required:	
Professional Development & Networking	3
Responsible Global Citizen and Socially Responsible Organizations	3
Managing Change & Digital Transformation	3
<b>Total credits</b>	<b>18</b>
Dissertation (compulsory for honors degree)	6
<b>Total credits for honors degree</b>	<b>21</b>

Note: Students doing their dissertation have to drop a BBA 7 Gen Ed course.

### Entrepreneurship and business development specialization (returning 2023.1)

Course Name	Credits
SME Business Planning	3
SME Business Management	3
Maximising Return on Investment	3
Advanced Finance and Budgeting	3
2 elective courses to choose (1 elective course for honors students) as required:	
Professional Development & Networking	3
Responsible Global Citizen and Socially Responsible Organizations	3
Managing Change & Digital Transformation	3
<b>Total credits</b>	<b>18</b>
Dissertation (compulsory for honors degree)	6
<b>Total credits for honors degree</b>	<b>21</b>

Note: Students doing their dissertation have to drop a BBA 7 Gen Ed course.

## B. 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 enrol on this program prior to beginning your graduate studies. This program includes the following non-credit-granting courses.

Two Week program (intake 2020.1)

Course Name	Credits
Hospitality in Context	0
Food and Beverage Operations Management	0
Rooms Division Operation Management	0

### C. 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.

#### 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.

#### 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.

#### C.1 Program Content

Semester 1: PG Diploma in International Hospitality Management (intake 2020.1)

Course Name	Credits
Hospitality Leadership and Organizational Behaviour	3
Hospitality Finance and Performance Management	3
Strategic Management in a Global Environment	3
Services Marketing in a Digital Age	3
Entrepreneurship and Business Modelling	3
2 elective courses as required (a minimum number of students are required for each elective to be made available):	
Design and Facilities Management	2
Optimizing Hospitality Operations	2
Events Management	2
Yield & Revenue Management	2
<b>Total credits</b>	<b>19</b>

Semester 2

Course Name	Credits
Internship	9
<b>Total credits</b>	<b>28</b>

## D. Postgraduate executive diploma in international hotel management

### Program Description

This executive program provides an opportunity for working professionals to solidify their understanding of hospitality management fundamentals and gain expertise in the concepts that will shape the industry's future.

Through this blended (hybrid) postgraduate program, current industry professionals will have the flexibility to combine their studies and existing career.

Providing exclusive networking events and activities with senior managers, students will benefit from their extensive industry insight, knowledge and experience.

### Program Objective

The Postgraduate Diploma in International Hotel Management – Executive Program will explore more managerial perspectives of the hotel industry and less operations, providing the student with the required tools to manage a department or a hotel.

### Learning outcomes

By the end of the course, students will have mastered universal business skills and leave with an innovative vision of leadership, resource management and decision making, to help them reach the top in hospitality management.

### Program Content

#### Semester 1: PG Executive Diploma International Hotel Management (intake 2020.1)

Course Name	Credits
Advanced Finance and Budgeting	2
Crisis Management	1
Hospitality Real State and Investment	2
Innovative, Alternative & Sustainable Trends in Hospitality	2
International Business Strategy in Hotels	2
International Human Resources	2
Leadership and Organizational Behaviour	2
Marketing Strategies for Hotels	2
Project Management	2
Protocol & Etiquette	1
Revenue Management	2

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<b>Total credits</b>	<b>20</b>
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#### Semester 2

Course Name	Credits
Internship	3

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<b>Total credits for PGD International Hotel Management – Executive Program</b>	<b>23</b>
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## E. Master's in international hotel management

### Program Description

This program is designed for career changers and students who have a degree in any field and who need to develop specific skills tailored to managing hotels. The program offers a fast track toward their career objectives through 9 months of academic studies, plus a 6-month internship in top hotels worldwide.

### Program Objective

During their studies, students will develop in-depth knowledge and perspective from the foundational Swiss Hospitality standards to the latest trends and innovation in hotel management. This program's comprehensive character provides students with a solid set of professional skills and real-world experience to ensure they are both qualified and prepared for the most demanding career opportunities in the rapidly-changing and global-minded hotel industry.

### Learning outcomes

1. Appraise and differentiate diverse service contexts using classical and contemporary hospitality management concepts.
2. Design the most effective operational structure according to hotel typology and target market by analyzing relevant management issues.
3. Evaluate how different management theories are interpreted and applied in practice.
4. Select and justify the optimal dynamic pricing strategy for efficient operations.
5. Choose and devise a digital positioning strategy to implement a business transformation.
6. Formulate informed decisions and strategies and justify them effectively to stakeholders.

### Program Content

Semester 1: MIHM 1 (intake 2020.1)

Course Name	Credits
F&B Practical: Service & Kitchen Operations	0
Rooms Division Practical: Housekeeping & Front Office	0
Design & Facilities Management	2
Finance & Performance Management for Hotels	3
Food & Beverage Operations Management	3
Global People Management in a Hotel Context	3
Rooms Division Operations Management	3
Service Marketing in a Digital Age	3
<b>Total credits</b>	<b>18</b>

## Semester 2: MIHM 2 (intake 2020.2)

Course Name	Credits
Applied Project	4
Entrepreneurship & Business Modelling for Hotels	3
Event Design & Management	3
Revenue & Asset Management for Hotels	3
Strategic Hotel Management in a Global Environment	3
Sustainability in Business Development	3
<b>Total credits</b>	<b>19</b>

## Semester 2

Course Name	Credits
Internship	9
<b>Total credits</b>	<b>28</b>

## F. Intensive hospitality english language programme (ihelp)

This fifteen-week program offers non-English speakers, who have either began their career in the hotel industry or are about to, the opportunity to fully immerse themselves in the language at Les Roches Marbella. In a campus where there are currently over 80 different nationalities, English is not only the medium of instruction, but the communication tool used outside of class.

Moreover, the English language will have a clear purpose from day one: surrounding yourself by hospitality professionals, you will learn how to speak the language of the industry.

### Program Objectives

In an industry where all senses need to be actively applied, this program provides a clear advantage. Whether your aim is to gain first insights in the field of hospitality or optimize skills through a postgraduate or Masters' program, the IHELP15 program will help you think and feel in the language needed to achieve this.

### Learning outcomes

At the end of this program, students will be able to:

1. Acquire the language skills (reading, writing, listening, speaking) necessary to perform at the standard academic level in the field of hospitality, undergraduate and postgraduate.
2. Apply communication strategies and techniques during a variety of professional operations related to the field of hospitality.
3. Gain first insights in the hotel industry and achieve a full understanding of its potential as a profession.

### Program Content

Culture in Hospitality  
 Hospitality Innovation  
 Operating in English  
 The Taste of Hospitality  
 Learning from the Experts  
 Talking the Business: Satisfying Customers  
 Understanding the Business

## G. General Education

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

### Program Objectives

This mission can be further expressed in these goals:

1. To provide an introduction to the arts and humanities, sciences, 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.

### Learning 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 the skills of information literacy: conduct inquiries and research, reflect critically on the resulting information, and use it appropriately.
3. Relate theory to practice.
4. Understand the principles, processes, and structures of science and apply scientific methodologies.
5. Understand and use a foreign language in written and spoken contexts.
6. Demonstrate respect for contemporary cultures and languages other than one's own.

7. Interpret contemporary issues in relation to their historical perspectives.
8. Respond critically to works in the arts and humanities.
9. Examine social and political issues within global perspectives.
10. Be aware of and reflect on personal development.

### Program Content

#### Arts & Humanities

Business English / Communication

Communicating Effectively (as per tested level)

Foreign Language (level 1)

Foreign Language (level 2)

Foreign Language (level 3)

#### Math, Science & Technology

Fundamentals of Data Analysis & Visualization

Data Analytics for Business Optimisation

Models for Problem Solving and Decision Making

Managing Change and Digital Transformation

#### Social Sciences

Fundamentals of Economics

Research Methods

Protocol & Etiquette

Crisis Management

Sustainable Development in a Globalized World

Professional Development and Networking

Responsible Global Citizen and Socially Responsible Organizations

Creativity & Innovation

## H. Professional development

### **Course Name**

Internship

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

# 8.

## Course descriptions

### A. Bachelor of business administration (hons) in global hospitality management

#### BBA 1

##### Gourmet Experiences:

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##### Fine Dining- Kitchen Immersion

The aim of this course is to build on an A La Carte and Table D'Hote service techniques. Successful students improve their practical skills progressively and individually to achieve the course objectives. Students preview the assignment and subject matter before class, so that they can actively participate in, and learn from discussions and solving problems. Asking questions in class, if needed.

##### Fine Dining - Service Immersion

Fine dining offers students foundation level skills and knowledge to operate in upscale dining environment. Students are prepared to work effectively and efficiently in teams to provide timely and appropriate food and beverage service. Demonstrations, simulations and the practical activities which will be performed by the students, will familiarize them with all aspects of classical service techniques. This program will prepare them for the of hospitality industry.

##### Gastro Dining - Kitchen

The course offers the student basic skill development in order to prepare hot and cold international "tapas". Students will develop skill in all major cooking methods using proper hygiene standards, energy conservation and waste management. The student will learn to appreciate quality and gain an understanding of variety and food presentation. The course is designed for students to work in teams to produce quality in small food portion in an effective and efficient way. Students are exposed to "tapas bar" service. The practical will develop the students' creativity in small food presentation. Gastro Dining Service & Oenology.

##### Gastro Dining - Service & Oenology

Gastro dining and Oenology offers students foundation level skills and knowledge to operate in upscale dining environment. Students are prepared to work effectively and efficiently in teams to provide timely and appropriate food and beverage service. Demonstrations, simulations and the practical activities which will be performed by the students, will familiarize them with all aspects of Modern fusion service techniques. This program will prepare them for the of hospitality industry. The course explains and examines the theoretical and practical aspects of the wine industry and operations. The student will acquire knowledge on wine culture and wine producing regions.

##### Resort Buffet Operation - Service

Students are prepared to work effectively and efficiently in teams to provide timely and appropriate buffet service/operation. This program will prepare them for the "realities" of industry. Furthermore, practical work will foster and instil skills in interpersonal communication, organization of work, and personal presentation. Buffet operations will not only develop technical skill but also develop in students respect for procedures and instruction and will encourage them to develop their sense of responsibility, self-discipline and leadership

##### Resort Buffet Operation - Kitchen

The course is designed for students to work in teams as well as individual to strengthen their managerial skills, to produce quality food in an effective and efficient way. Students are exposed to the main food concepts in the production of food ranging from "modern free flow concept which includes production, as well as buffet style presentation. Planning and supervisory skills are developed through the division of work as well as the efficient use of time management. Students will be placed in managerial positions within the kitchen framework to plan, coordinate and delegate tasks to their colleagues.

##### Patisserie & Bakery

This course is designed to give students an understanding of pastry and bakery operations. Students will learn to follow recipes and understand the need to be attentive to the sights, sounds and smells of the pastry and bakery kitchen. Practical classes will develop understanding of ingredients, equipment and machinery, basic techniques, physical and chemical reactions during processing. Through demonstration, briefings, group work and individual assessments during practical work, students will develop self-sufficiency, communication skills, creativity and team spirit.

##### Environmental Waste Management

This course is designed to ensure that students develop an understanding for the importance of the stewarding function within a food & beverage production area. The student will develop skills that will assist them in selecting equipment and materials to work effectively. The student will examine cleanliness and food hygiene. The students will analyse waste removal, cleaning schedules, supplies and contract cleaning. Food hygiene exposes the students to the importance of correct food handling by understanding microbiologically systems. Practical and theoretical knowledge will underpin safety and hygiene routines in work.

F&B Trends:

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**Mixology & Bar Operations**

The course is designed to build in the student an awareness of the opportunities and service style within a bar concept. Within an environment for responsible serving of alcohol, students will be introduced to mixing techniques. Various beverage trends, controls and bar psychology will be analysed.

**Café Bistro Operations – Service**

Students are prepared to work effectively and efficiently in teams to provide timely and appropriate bistro service/operation. This program will prepare them for the “realities” of industry. Furthermore, practical work will foster and instil skills in interpersonal communication, organization of work, and personal presentation. Bistro operations will not only develop technical skill but also develop in students respect for procedures and instruction and will encourage them to develop their sense of responsibility, self-discipline and leadership.

**Café Bistro Operations – Kitchen**

The course offers the student basic skill development in order to prepare bistro food. Students will develop skills in all major cooking methods using proper hygiene standards, energy conservation and waste management. The course is designed for students to work both in teams and individually to produce quality bistro food in an effective and efficient way. Students are exposed to the main food concepts in the production of food ranging from “modern free flow concepts”, “Fusion cuisine” to “a la carte”, and “fast food”. Planning and supervisory skills are developed through the division of work. The practical class activities will foster skills in prioritizing, time management and will develop the students’ creativity.

**Trends for Foodies**

The course offers the student basic skill development to prepare cold starters, salad buffets, and ethnic food. Students will develop skills in cooking methods and understanding preparation methods for cold and hot dishes, following correct hygiene standards, energy conservation and waste management. The course is designed for students to work both in teams and individually to produce quality food in an effective and efficient way. Includes an analysis of the new food trends, the latest food service concepts, and different types of convenience foods offered in the market.

Rooms Division & Hotel Operations:

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**Front Office Operations**

The main components that make up this course are: Front-Office operations and applied Front-Office techniques. The programme covers all aspects of the Guest Cycle in relation to the Front-Office, including the understanding and usage of Property Management Systems (Opera). The course will show students the functions and duties of Front-Office staff and will stress the importance of good communication skills. In addition, students will have the opportunity to develop practical knowledge and skills required for operation. These skills will be developed in the Front-Office Demo Room.

**Housekeeping Techniques**

The course covers all aspects of Housekeeping Operations in resort hotels. The course will help students to develop practical knowledge and skills required by operational staff in Housekeeping departments. The course also underlines the importance of butler service in resort properties. These skills will be developed in the classroom and practical operations.

**Lodging Concepts**

The aim of this course is to help students’ understanding of the origins, developments and the required attitude for a successful service delivery in the Hospitality sector. It will cover two fields of study; the first will distinguish the various company styles and explore the world of hotels. The second will allow the students to have a better understanding of the organization of a hotel and its departments.

**Concierge & Guest Relations**

The aim of this course is to help students understand the importance of guest satisfaction in the hotel industry, and the relevance of Guest Relations and Concierge Departments in this achievement. The students will identify their main roles and duties within the hotel organization, and will recognize and develop, with some practical experience, the functions carried out by Concierge Staff and Guest Relations Agents.

**Principles of Resorts: Operations & Communication:**

**Introduction to the World of Resorts**

This course will cover two fields of study; the first part seeks to provide students with a background understanding of the economic, social and environmental impacts of resort tourism at the emerging and traditional destinations. The second part will allow the students to have a better understanding of how a resort is developed, organized and operated based on its type and location, and considering the needs and expectations of customers. The international trends in the resort industry will be covered as well.

**Business English (elective)**

The purpose of the course is to prepare students to use international business English in their future careers. Polite and professional forms are stressed. Students will develop useful skills such as writing formal letters, e-mails, memos and marketing flyers by expanding business vocabulary. Grammar revision will also be included.

**Business Communication (elective)**

Students learn to perform well in an academic and professional environment and to successfully go through the stages of an effective writing process. Emphasis is placed on skills such as identifying an audience, brainstorming, critically reviewing and summarising information, structuring and developing an argument, referencing sources, avoiding plagiarism, proofreading and editing a final draft.

**Numeracy for the Hospitality Professional**

In order for the student to be successful in a business environment a good level of mathematical competence is required. This course is designed to improve students' mathematical skills and introduce them to quantitative reasoning processes as they relate to the hospitality industry and the wider business world. Essential functions and numerical relationships are reviewed and applied through exercise work and learning based problems.

**Foreign Language**

This course introduces basic foreign 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).

**BBA3**

**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.

**Communicating Effectively (levels 1, 2)**

Writing is both a skill and a process of discovery. This course treats writing as a purposeful communicative act involving a writer, an audience and a text, extending and developing skills necessary to enhance individual student's communicative effectiveness, particularly in the workplace and for further academic study. Students develop effective reading, writing, speaking and listening skills with a focus on: reading for gist/ extracting specific information, paraphrasing, summarizing, quoting, preliminary research methods and referencing techniques. Accuracy and improvement of these skills are developed via the creation of associated written and visual documents.

**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 behaviour. The components of the marketing mix are discussed and applied to the global hospitality and tourism world.

**Fundamentals of Data Analysis & 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.

#### **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.

#### **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.

### **BBA4**

#### **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.

#### **Digital Marketing & 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 applications of E-commerce as well as related ideas and concepts. 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.

#### **Food & Beverage Management & Cost Control**

This course distinguishes restaurant and institutional catering concepts from hotel food and beverage management. It covers managerial, organizational, operational and financial aspects of modern food and beverage operations.

The course includes current trends, quality management and current technologies used in the food and beverage industry.

Feasibility studies are explored and interpreted on an introductory basis. Food and beverage operating budgets are reviewed. Various cost control systems are applied in guaranteeing the financial success of the operation.

#### **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.

#### **Hospitality Managerial Accounting**

Financial skills and knowledge are vital tools for managers who wish to have an impact on their organization's success. The ability to understand financial reports, analyse the financial health of a company, forecast and budget will allow informed managerial and investment decisions. This course focuses on the use of accounting information for management decision-making and control in hospitality settings. Students will gain an understanding of cost behaviour, profitability and investment analysis, budget setting, flexible budgeting, pricing, cash flow and performance measurement.

#### **Rooms Inventory & Control Management**

This course prepares the students to manage the rooms division within a hospitality environment. 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 teams. The students will learn about maximizing hotel revenue and productivity, using different pricing strategies and cost calculation methods, and keeping high quality standards based on the guest requirements.

#### **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 workplace

## **BBA7**

### **1. Digital Marketing Strategies (specialisation)**

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#### **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 analyse 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.

#### **Innovative Sales Strategies**

The goal of this 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' expertise in marketing reach and its potential impact in achieving company overarching goals. The course addresses the sales process, the relationship between sales and marketing, and the analysis of common hospitality sales force structures. Customer relationship management (CRM) together with the use of technology to improve sales force effectiveness are explored. Challenges surrounding the recruiting, managing, evaluating, and developing of salespeople in a hospitality organization are considered.

#### **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 advertising and to optimize for web and mobile experiences. Working in teams, students will develop digital marketing campaigns they would encounter in the industry and will produce real-world digital results.

#### **Brand Management**

In this course, students examine how a favourable brand and memorable brand experiences can influence a firm's ability to withstand competitive pressures and thrive in dynamic market conditions. They will study brand management from the consumer perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity. Students will become acquainted with innovative frameworks, concepts and tools that have been adopted across industries and around the globe to build

lucrative brand franchises. This specialized course looks particularly at the hospitality sector focusing on successful hospitality brands.

**Professional Development & Networking (elective)**

This course is focused on the development of the personal and professional characteristics that a future manager should have to be successful in business. The course runs from self-awareness to personality traits that have been demonstrated to have an impact on the professional career. We will emphasize the importance of knowing our personal strengths and weaknesses to become a better professional, by working out those aspects that can be enhanced and those that must be sorted out. The overall aim of this course is, in sum, for the student to work deeply on the foundations for professional development and effective networking as future leaders in business settings.

**Responsible Global Citizen and Socially Responsible Organizations (elective)**

The course provides a foundational perspective for social responsibility in relationship to individuals, organizations, and the community. Our global future depends on grasping the need for a transition towards a sustainable society searching for the balance between social, environmental and business aspects of life. The course will provide an overview of Corporate Social Responsibility as an alternative principle in the business environment.

Students will be able to identify and implement some good strategic practices and gain the skills to analyze, develop, and make recommendations for implementing strategic CSR in organizations or consumers wanting to behave responsibly.

**Managing Change & Digital Transformation (elective)**

In this course, students will meet the challenges of digital transformation to ensure long-term success as a leader in a primarily digital business world. The course examines the process of change management and innovation as fundamental principles of business transformation in today's organizations and its economic risks, integrating them into a framework of traditional and modern management methods. Additionally, the students will explore the importance of managing change and repositioning organizations in the uptake of new technologies through an ongoing dynamic where change may be planned and managed.

**Dissertation (compulsory for honors degree)**

Students are required to produce a dissertation of 10,000 words. Prerequisites to this course include the submission of a dissertation research proposal which normally comes as the final project of the Research Methods course in BBA6. 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.

**2. Resort Development and Management (specialisation)**

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**Project Management in Resort Properties**

This course will introduce the stages of project management. Project management is an intrinsic characteristic of contemporary society's demand for developing new methods of management. Its main purpose is to help managers to accomplish specific goals by 1) being responsive to the client and the environment; 2) identifying and correcting problems in early stages; 3) making timely decisions about conflicting goals; 4) ensuring the optimization of separate tasks and overall performance. These stages will then be applied to the development of a resort property. The running of each of the smaller businesses present in a resort will also be analysed.

**Introduction to Golf Club Management**

First of all the Course's students will be introduced to the Golf Industry and to the different types of Golf Courses. After this General Overview the course will study the different Golf Facilities and its Operational function and the Philosophy of Golf Management. The course will also look to the golfer as a customer according to the type of Operation. It will pay attention to membership as a way of return on investment in a Golf Development. In a second stage we will learn how a successful golf club requires knowledgeable and well-trained staff. This subject will focus on the professional application of human resource management practices as they pertain to the golf industry. The golf course design, agronomy and other technical aspects will be revised. The course will study the different profit centres in a Golf Club and the Facilities Management. Including some ideas about finance in golf courses.

#### **Spa, Health & Wellness in Resorts**

This course will provide the students with an introduction to Spa Resorts. Students will have the opportunity of learning how Spa and Wellness concepts have been developed over the years focusing in three areas: Sales and Marketing, Operations, and financial management. In this way the student will be able to identify and understand concepts and techniques involved in the development, management and marketing of Spa and Wellness facilities and businesses. The concept of the spa vacation is studied in depth, which will allow students having followed this course to develop managerial tools specifically designed for this kind of economic activity. The design of alternative healing methods, wellness programs integrating body and mind, stress management and other beauty and health programs will be considered from a commercial point of view, so that students will be able to produce marketing campaigns adapted to meet consumer needs, personnel required, safety, and ethical issues regarding spas are an important part of the course.

#### **Resort Management and Operations**

This course aims to the understanding of how a resort is developed and how it operates once it is open. A resort is the result of a complex group of smaller businesses and the running of each one of these businesses will depend on the purpose of the resort defined in the developing process. The student will learn aspects related to the characteristics of managing such a complex product and more specifically its special considerations in planning and development, the importance of the master plan for the future planning and management, the operations itself of the resort as a whole as well as resort marketing and finance. Any other relevant business that becomes important due to international trends in the resort industry will be covered as well.

#### **Professional Development & Networking (elective)**

This course is focused on the development of the personal and professional characteristics that a future manager should have to be successful in business. The course runs from self-awareness to personality traits that have been demonstrated to have an impact on the professional career. We will emphasize the importance of knowing our personal strengths and weaknesses to become a better professional, by working out those aspects that can be enhanced and those that must be sorted out. The overall aim of this course is, in sum, for the student to work deeply on the foundations for professional development and effective networking as future leaders in business settings.

#### **Responsible Global Citizen and Socially Responsible Organizations (elective)**

The course provides a foundational perspective for social responsibility in relationship to individuals, organizations, and the community. Our global future depends on grasping the need for a transition towards a sustainable society searching for the balance

between social, environmental and business aspects of life. The course will provide an overview of Corporate Social Responsibility as an alternative principle in the business environment.

Students will be able to identify and implement some good strategic practices and gain the skills to analyze, develop, and make recommendations for implementing strategic CSR in organizations or consumers wanting to behave responsibly.

#### **Managing Change & Digital Transformation (elective)**

In this course, students will meet the challenges of digital transformation to ensure long-term success as a leader in a primarily digital business world. The course examines the process of change management and innovation as fundamental principles of business transformation in today's organizations and its economic risks, integrating them into a framework of traditional and modern management methods. Additionally, the students will explore the importance of managing change and repositioning organizations in the uptake of new technologies through an ongoing dynamic where change may be planned and managed.

#### **Dissertation (compulsory for honors degree)**

Students are required to produce a dissertation of 10,000 words. Prerequisites to this course include the submission of a dissertation research proposal which normally comes as the final project of the Research Methods course in BBA6. 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.

### 3. Entrepreneurship & Business Development (specialisation)

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#### SME Business Planning

The purpose of this course is to explain how marketing, HR and finance subjects are linked together and have to be considered as a whole at the moment to prepare the business plan. Any decision over a single parameter of the project will have incidences over the whole structure. Students will learn how to present a Business Plan on a professional way, integrating financial, marketing and HR aspects, caring the presentation and in order to convince investors and/or credit-men. We will consider how to take profit from market changes and opportunities, how to grow using simple and cheap tools like networking, social networking and lobbying. Main legal and administrative steps to start a business will also be analysed on a global point of view without entering in countries specificities.

#### SME Business Management

This course provides future entrepreneurs with an appreciation of the managerial skills necessary to develop, evaluate and manage an SME business successfully. It includes methods and principles for accurately generate revenue, control costs in order to maximize profits and avoid company failure.

#### Maximising Return on Investment

The purpose of this course is to prepare future business leaders to master the art of persuasion in order to maximize the return on investment for the owners. To do this, students must be able to negotiate for seed capital with both institutions and private investors. Students will be very comfortable with the product and how they can maximize both revenues and profits for the business. Students will also effectively manage relations with all stakeholders with future returns in mind.

#### Advanced Finance & Budgeting

As part of business planning, financing and management, it is important for students to recognize the link between the financial results of the operation and the capital and budgetary requirements of the company as both a start-up and a going concern. This course will cover the creation and presentation of financial statements, linked to the Business Planning course. This information will be used as a basis for financial management within the Business Management course and will calculate the financial requirements that will form the basis of calculations within the Maximizing Return on Investment course.

#### Professional Development & Networking (elective)

This course is focused on the development of the personal and professional characteristics that a future manager should have to be successful in business. The course runs from self-awareness to personality traits that have been

demonstrated to have an impact on the professional career. We will emphasize the importance of knowing our personal strengths and weaknesses to become a better professional, by working out those aspects that can be enhanced and those that must be sorted out. The overall aim of this course is, in sum, for the student to work deeply on the foundations for professional development and effective networking as future leaders in business settings.

#### Responsible Global Citizen and Socially Responsible Organizations (elective)

The course provides a foundational perspective for social responsibility in relationship to individuals, organizations, and the community. Our global future depends on grasping the need for a transition towards a sustainable society searching for the balance between social, environmental and business aspects of life. The course will provide an overview of Corporate Social Responsibility as an alternative principle in the business environment.

Students will be able to identify and implement some good strategic practices and gain the skills to analyze, develop, and make recommendations for implementing strategic CSR in organizations or consumers wanting to behave responsibly.

#### Managing Change & Digital Transformation (elective)

In this course, students will meet the challenges of digital transformation to ensure long-term success as a leader in a primarily digital business world. The course examines the process of change management and innovation as fundamental principles of business transformation in today's organizations and its economic risks, integrating them into a framework of traditional and modern management methods. Additionally, the students will explore the importance of managing change and repositioning organizations in the uptake of new technologies through an ongoing dynamic where change may be planned and managed.

#### Dissertation (compulsory for honors degree)

Students are required to produce a dissertation of 10,000 words. Prerequisites to this course include the submission of a dissertation research proposal which normally comes as the final project of the Research Methods course in BBA6. 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.

## 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 & 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. Familiarization with a property management system (PMS) will further embed the knowledge gained during workshops and discussion.

## C. Postgraduate Diploma in International Hospitality Management

### Hospitality Leadership & Organizational Behaviour

The course will examine the contemporary principles, techniques and research findings in hospitality leadership and organizational behaviour 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, behaviours, 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.

### Hospitality Finance & 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.

### Strategic Management in a Global Environment

The students will be introduced to identifying strategic challenges in the global hospitality industry. Tools for evaluating business environments and making rational strategic decisions are introduced. This course provides an overview of the current strategic orientations of hospitality firms, and of the consequences of major trends on the future of the industry.

### 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.

#### **Entrepreneurship & Business Modelling**

The course aims to develop an understanding of the process of entrepreneurship and the 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.

#### **Design and Facilities Management (elective)**

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 analysed and discussed with the use of case studies and real-life projects.

#### **Optimizing Hospitality Operations (elective)**

This course analyses organizational and financial aspects of hospitality operations. Concepts like cost control systems, capital and operating budgets, and revenue optimizing techniques will be discussed. Advanced managerial concepts concerning planning, staffing, and cost and revenue control of the Food and Beverage and the Rooms Division Operations in a hotel, will be developed to provide a foundation for the new manager.

#### **Events Management (elective)**

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.

#### **Yield & Revenue Management (elective)**

The course will prepare the students to craft a well-conceived Revenue and Pricing strategy, solving issues and calculating profits for a hotel and outlets using a Hotel Revenue Simulation. They will investigate the evolution of pricing and the changing mindset of the consumer, as well as a practical dive into the distribution landscape. Finally, the students will understand and manage all channels, from online to offline. They will be required to critically evaluate the latest innovations and products in the field, to embrace the latest skillset of today's Revenue managers.

### **D. Postgraduate executive diploma in international hotel management**

#### **Advanced Finance and Budgeting**

In order to make well based decisions it is essential to be able to understand the financial reports and recognize the contribution that every transaction makes. This will allow for more effective management, improve efficiencies and allow for more effective operational and strategic budgeting in line with the strategic goals.

#### **Hospitality Real State and Investment**

Analysis of the perspectives of the Hospitality Industry from both the Operators' and from the Real Estate Investment point of views, their respective priorities and needs, and their competing alternatives and conflicting interests.

#### **Innovative, Alternative & Sustainable Trends in Hospitality**

The course will identify different alternative, innovative and sustainable trends in hospitality. This subject's objective is to explain the needs of nowadays responsible travellers demanding alternative experiences. The course will also discuss and present different alternative touristic destinations as well as the importance of innovation in the hospitality sector.

#### **International Business Strategy in Hotels**

The political, social, and economic changes that affect the world today are creating new markets and opportunities, making some markets more accessible and others will become more risky and protected market. Understand marketing in all cultures is increasingly important.

#### **International Human Resources**

The hospitality industry is a labour-intensive industry, therefore managing our human capital, our employees are a key competency for any leading professional in this field. During course we will discuss common Human resources (HR) practices such as recruitment, selection, training and development, performance appraisals as well as compensation. Human resources management tactics are part of an organization's strategy and need to be adapted to the international context. International Human resources focusses on advantages and challenges that the globalization of the work force and the international hotel chains face through their worldwide presence.

**Leadership and Organizational Behaviour**

Students will examine human resource functions from a global perspective in order to create a model work environment that meets the needs of culturally diverse employees or employees whose culture is different from their own. Commitment and performance are fostered by good human relations and leadership and all demand proper attention be given to human resource planning, management and employee relations. Issues and challenges associated with managing an international organization will be explored.

**Marketing Strategies for Hotels**

In this course, you will learn marketing concepts, principles, and theories, and how this area relates to the overall area of hotels. The hotel industry is undergoing rapid changes, therefore, knowledge and understanding of marketing concepts is of vital importance. Starting from the idea that the purpose of marketing is to deliver value to the consumer, 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.

**Project Management**

Project Management is a key factor in nowadays businesses by being able to implement successfully new strategies, products or services in any type of organization. Good project management ensures that stakeholder's needs are met, costs are controlled and objectives are well established within the organization.

**Revenue Management**

Revenue Management strategy it could be considered as critical for hotel operations. This subject provides students an overview of revenue management for the hotel industry in terms of a process created to increase revenue. Demand, reservation scheduling and variable pricing are important variables to be understood by the student. Additionally, the students will be given foundation in strategies and models such as, pricing models, forecasting, group management and overbooking or pricing strategy among others.

**E. Master's in international hotel management**

**MIHM 1**

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**Food & Beverage practical: Service & Kitchen operation**

**Kitchen:** The course offers students foundation knowledge to prepare food using all major cooking methods and applying proper hygiene, energy conservation and wastage prevention. Students will learn to appreciate quality and gain a significant understanding of raw materials. The course is designed for students to work in teams or individually to produce quality food in an effective and efficient way as well as having a hands-on approach to learn workflow management in a kitchen.

**Service:** This module prepares students to work effectively and efficiently within a team to provide timely basic banquet food and beverages service. In 'à la Carte' operations setting the students are prepared to provide a high standard of fine dining service, working independently within a restaurant environment. In addition, the students are shown the art of flambé, filleting, gueridon service and mixology, which will prepare them for any type of restaurant situation within the industry. In this type of scenario, they will understand the importance of workload management in the service department.

**Rooms Division Practical**

Five main components make up this course – Rooms Division Operations (Front Office and Housekeeping), customer care, applied front office techniques, housekeeping technical operations and Opera PMS. The programme covers all aspects of the 'Guest Cycle' in relation to the Rooms Division department. The course considers the role of customer care within the hotel, and particularly within the Rooms Division environment. The importance of close communication and cooperation between the two sub-departments is stressed. In addition, students will have the opportunity to develop practical knowledge and skills required of operational staff in Front Office PMS and Housekeeping. These skills will be developed in the classroom, the practical reception area and housekeeping operations area.

**F&B Operation Management**

This course will highlight that today F&B Departments are going through a concept turnover. There is an overwhelming competitiveness in this business; the costs involved are high and the profit margins low in comparison. This course introduces the students to the duties of an F&B Manager, both financial and

operational aspects. The course stresses the importance of Total Quality Management in today's fast track, changing world, and the importance of labour cost control and staff motivation to achieve the ultimate success of any F&B operation. The students will become familiar with Profit and Loss Statements, and how to interpret them. The course also includes a view into the practical management aspects within the school's F&B Department.

#### **Finance and Performance Management for Hotels**

This course covers principles and practices of financial accounting such as GAAP, transaction analysis, adjustments, inventory analysis, cost and other accounting concepts related to the preparation and analysis of the main financial statements. 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.

#### **Room Division Operation Management**

This course prepares the student for the organisational and strategic management of a modern international Rooms Division organisation. Advanced managerial concepts concerning planning, staffing, and cost and revenue control of Rooms Division operations will be discussed to provide a foundation for the new manager.

#### **Design and Facilities Management**

Given that hotel facilities are costly, complex, and unique in many ways, managing hotel operations in a responsible manner requires the application of specific knowledge and skill. This course introduces the key issues involved in hotel operations management, incorporating contemporary issues of environmental protection and sustainability. Illustrated with examples drawn from the industry, the course will prepare students to deal with facilities related questions and problems as they arise in practice. Whilst focusing upon the hospitality industry, knowledge gained will prove applicable to many similar micro-organisational settings.

#### **Global People management in hotel context**

This course will focus on understanding the importance of the employment cycle within the hotel, and the different variables (f.e: technology, employment law, discrimination, health and safety, ...) affecting a smooth run of it. Recruitment and selection, as a key function within the Human Resources environment, will be an important area of study on this course in order to allow

the students to understand the importance of having a proactive, creative and professional approach when dealing with hiring matters. It is evident that positive motivation at work provides individuals with a unique opportunity to excel in performance within the hotel industry. For that, the organization must implement strategically designed plans for example in compensation and benefits, career development, internal recruitment, and any other HR areas. Controlling the Human Resources budget will be another area of importance within the course, as all tasks delivered and developed within Human Resources will have to be budgeted and controlled for a successful evaluation of its outcomes.

#### **Service 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 the customer online.



## MIHM 2

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### **Entrepreneurship and Business Modelling for Hotels**

The course aims to develop an understanding of the process of entrepreneurship and the 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 alternatives or leading a project.

### **Strategic Hotel Management in a Global Environment**

The students will be introduced to identifying strategic challenges in the global hotel industry. Tools for evaluating business environments and making rational strategic decisions are introduced. This course provides an overview of the current strategic orientations of hospitality and hotel firms, and of the consequences of major trends on the future of the industry.

### **Event Design and 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.

### **Sustainability in Business Development**

The course provides a foundational perspective for social responsibility in relationship to individuals, organizations, and the community. Our global future depends on grasping the need for a transition towards a sustainable society searching for the balance between social, environmental and business aspects of life. The course will provide an overview of Corporate Social Responsibility (CSR) as an alternative principle in the business environment. Students will be able to identify and implement some good strategic practices and gain the skills to analyze, develop, and make recommendations for implementing strategic CSR in organizations or consumers wanting to behave responsibly.

### **Revenue and Asset Management for Hotels**

Yield and revenue Management strategy can be considered critical for hotel operations. This subject provides students an overview of revenue management for the hotel industry in terms of a process created to increase revenue. Demand, reservation scheduling and variable pricing are important variables to be understood by the student. Additionally, the students will be given a foundation in strategies and models such as: pricing models, forecasting, group management and overbooking or pricing strategy among others, strongly considering assets and its management as a critical function for hotel business development.

### **Applied Project**

The student will learn how to put academic research together with their specific business curiosity in order to create a capstone project, supervised by relevant faculty to the area of knowledge.

## F. Intensive hospitality english language programme (ihelp)

### Culture in Hospitality

Although the concept of culture is integrated in the language, this course allows students to gain self-awareness in their own culture and have a realistic view of other cultures. Les Roches Marbella offers a multicultural context for students to explore and discuss. Debate-oriented sessions will allow students to express their opinion as well as learn to respect and understand opposing views.

### Hospitality Innovation

This course provides the opportunity for students to get an overview of this amazing industry and explore the current trends that are shaping it. This course places most of the responsibility of learning and researching information on students, which will be done using the various learning resources offered: Moodle resources, the physical Library, as well as the e-Library.

### Operating in English

Every week, students will be part of a hotel operation: from serving in a fine-dining restaurant, to cooking at a Bistro, this will allow them to fully immerse themselves and use the language in action.

### The Taste of Hospitality

This course aims at providing students the chance to attend expert seminars on wine, cheese, and cocktails.

### Learning from the Experts

Students will also be able to immerse themselves in the field of hospitality by paying visits to world renowned and prestigious wineries, hotels, and restaurants in Marbella.

### Talking the Business: Satisfying Customers

In the field of hospitality, adopting quality interpersonal skills is crucial given that the level of satisfaction of guests has a direct impact on the business. Moreover, this level of satisfaction not only depends on how we speak but how we write. This course will allow you to gain hands-on experience in dealing with customers face-to-face as well as online written channels.

### Understanding the Business

Mastering a language requires starts with fully understanding the structure as well as everything surrounding it. This subject will mainly focus on the receptive skills and the critical approach required to understand the language of hospitality and business professionals. Moreover, attending sessions of your desired study program (undergraduate, postgraduate, or Masters') will give you the opportunity use the language with a real and relevant purpose.

## G. General education

### Arts & Humanities

#### Business English (elective)

The purpose of the course is to prepare students to use international business English in their future careers. Polite and professional forms are stressed. Students will develop useful skills such as writing formal letters, e-mails, memos and marketing flyers by expanding business vocabulary. Grammar revision will also be included.

#### Business Communication (elective)

Students learn to perform well in an academic and professional environment and to successfully go through the stages of an effective writing process. Emphasis is placed on skills such as identifying an audience, brainstorming, critically reviewing and summarising information, structuring and developing an argument, referencing sources, avoiding plagiarism, proofreading and editing a final draft.

#### Communicating Effectively (as per tested level)

Writing is both a skill and a process of discovery. This course treats writing as a purposeful communicative act involving a writer, an audience and a text, extending and developing skills necessary to enhance individual student's communicative effectiveness, particularly in the workplace and for further academic study. Students develop effective reading, writing, speaking and listening skills with a focus on: reading for gist/ extracting specific information, paraphrasing, summarizing, quoting, preliminary research methods and referencing techniques. Accuracy and improvement of these skills are developed via the creation of associated written and visual documents.

#### Foreign Language (level 1)

This course introduces basic foreign language emphasizing oral proficiency and communication skills. Students will participate in basic conversations on familiar subjects, provided the other person speaks slowly and clearly and will interact in a simple way. 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).

#### Foreign Language (level 2)

This course reinforces and extends the language learned in level 1, reviewing learned content 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 a range of everyday situations, including hospitality contexts. Students will achieve further competence in the language at level A1 and begin to develop some elements of level A2 of the Common European Framework of Languages (CEFR).

#### **Foreign Language (level 3)**

This course reviews and extends contents and structures from level 2 and gives students the possibility to talk about their habits and their experiences. Students will also develop skills for making simple exchanges of information in formal and informal situations, including hospitality contexts. 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).

#### **Foreign Language (level 4)**

This course reviews and extends language from level 3, introducing language structure in more depth, emphasizing and developing confidence in writing and oral expression. Students will acquire the skills to talk about a variety of events and express their opinions using current media. Discussion will be encouraged on themes agreed upon by the group. Students continue to develop language skills at level A2 and will move towards level B1 of the CEFR (Common European Framework of Reference for Languages).

### **Math, Science & Technology**

#### **Fundamentals of Data Analysis & 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.

#### **Data Analytics for Business Optimisation**

The course will equip students with the skills required to understand and interpret quantitative data. The course takes a holistic view of how statistical data analytics have developed as a means for hotel managers to make decisions. Statistical terminology and techniques, inferential statistics and probability theory are covered. Descriptive and predictive analytics, including different forecasting techniques are analysed and applied to the hospitality industry. Students will sharpen their cognitive

capacity to deal with numbers and statistical techniques by examining and practicing how quantitative data analytics impact managerial judgments.

#### **Models for Problem Solving and Decision Making**

This course is designed to expand the students' skills in building and using models to analyse 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.

#### **Managing Change and Digital Transformation (elective)**

In this course, students will meet the challenges of digital transformation to ensure long-term success as a leader in a primarily digital business world. The course examines the process of change management and innovation as fundamental principles of business transformation in today's organizations and its economic risks, integrating them into a framework of traditional and modern management methods. Additionally, the students will explore the importance of managing change and repositioning organizations in the uptake of new technologies through an ongoing dynamic where change may be planned and managed.

### **Social Sciences**

#### **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.

#### **Sustainable Development in a Globalized World (elective)**

The course introduces the concept of Sustainability as an alternative in the societal, economic, and environmental path poised to adjust the current prioritization of economic growth as the fundamental organizing principle. Sustainability implies a multi-disciplinary approach that balances economic welfare, providing equitable opportunities for the current society without depriving the

future one, while respecting and protecting the viability of the planet's natural resources and systems. The course moves beyond an understanding of the problems, offering a new and different vision of the world that will change the way students think about their lives and motivate them to become part of the solution. The course will provide an overview into the role of international organizations' strategies, such as OECD, United Nations or ISO among others, focusing on Logic Framework Approach (LFA) as a methodology for identifying, planning, executing and controlling those aspects leading to a more sustainable development.

**Professional Development and Networking (elective)**

This course is focused on the development of the personal and professional characteristics that a future manager should have to be successful in business. The course runs from self-awareness to personality traits that have been demonstrated to have an impact on the professional career. We will emphasize the importance of knowing our personal strengths and weaknesses to become a better professional, by working out those aspects that can be enhanced and those that must be sorted out. The overall aim of this course is, in sum, for the student to work deeply on the foundations for professional development and effective networking as future leaders in business settings.

**Responsible Global Citizen and Socially Responsible Organizations (elective)**

The course provides a foundational perspective for social responsibility in relationship to individuals, organizations, and the community. Our global future depends on grasping the need for a transition towards a sustainable society searching for the balance between social, environmental and business aspects of life. The course will provide an overview of Corporate Social Responsibility as an alternative principle in the business environment.

Students will be able to identify and implement some good strategic practices and gain the skills to analyze, develop, and make recommendations for implementing strategic CSR in organizations or consumers wanting to behave responsibly.

**Research Methods**

This course provides 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.

**Creativity and Innovation (elective)**

This course is aimed to leverage student's creativity skills and draw the attention to the concept of innovation, especially in a context of a start-up organization. It integrates the concept of Innovation as a process to enhance the way we see things in improving or creating new products, services and businesses. The student will gain the necessary confidence and skills to achieve their set goals and aims.

**Protocol & Etiquette**

This course explains various aspects of protocol and etiquette in official and unofficial events. The correct way of addressing protocol and etiquette in public, in office, while attending or when organizing an event, will be discussed.

**Crisis Management**

The Crisis Management practical course is based on a hands-on approach through a simulation exercise. In order to be as close to reality as possible, the Crisotech team have developed a fictional hotel chain, Starwhite, with hotels in different countries. These hotels face real-life crisis situations (food poisoning, tsunami, threat to reputation), which the participants, playing members of the hotels or the corporate management, will have to manage themselves. They will be dealing with a great number of injects through a dedicated online system, and will have to answer to everything in a timely and professional manner. This exercise has been developed by a team of crisis management professionals, with a very large cumulated experience in corporate as well as public crisis management. After the end of the exercise, in the debriefing session the participants will reflect on their performance, both individually and as a group, and learn more about the crisis management skills they have used, while pointing at ways to improve in the future.

# 9.

## 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.

# 10. Administrators, faculty and staff

## A. Administration

### A.1 Management

General Manager	Mr. Carlos Díez de la Lastra Buigues (M.Sc.)
Academic Director	Ms. María José Aparicio (M.Sc.)
Student Services & Operations Director	Mr. J. Emmanuel Soler
Admissions & Enrolment Director	Ms. Makrina Hernández (M.Sc.)
Accounting Manager	Mr. Andrés Cardenas
Human Resources Manager	Ms. Almike Orúe
IT Manager	Mr. Juan Luis Velasco

### A.2 Academic

Academic Director	Ms. María José Aparicio (M.Sc.)
Undergraduate Programme Manager	Ms. Ainhoa Otamendi (PhD)
Postgraduate Programme Manager	Mr. Jon Loiti (M.Sc.)
Digitality & General Education Programme Manager	Ms. Susana Garrido (MBA)
F&B Programme Manager	Mr. Hassan Djeebet (MBA)
BBA 1 Coordinator	Mr. Lucio M. Rojas
BBA 3 Coordinator	Ms. Eugenia Fernández (MBA)
BBA 4 Coordinator	Mr. Marius Vlad (MBA)
BBA 6 Coordinator	Mr. John Ryan (MBA)
BBA 7 Coordinator	Ms. Teresa Serra (M.S)
PGD Coordinator	Ms. Rocío Montero (MBA)
PGE Coordinator	Ms. Ana Rosa González (M.Ed.)
MIHM Coordinator	Ms. Vera Champagne (MBA)
F&B Coordinator	Ms. Gilda Peyregne
Online Intraining Coordinator	Mr. Jorge Reina (M.Sc.)
Digitality Coordinator	Ms. María del Olmo (PhD)

### A.3 Support Services

Academic Services Officer	Ms. Emma Martínez
Academic Officer	Ms. Mariana Carvalho
Academic Assistant	Ms. Mavi Martín
Head Librarian	Mr. Alberto García (M.A.)
Librarian Assistant	Ms. Ana Gloria Martínez

**A.4 Students Services**

Director	Mr. J. Emmanuel Soler
Students Affairs Manager	Ms. Mariana Macri (M.Sc.)
Student Relations - Counselling	Ms. Sandra Becerra
Student Services Assistant	Ms. Laura González
Students Services Officer	Ms. Yolanda Carceller
Career Development Manager	Mr. Roberto Rodríguez (M.Sc.)
Career Development Coordinators	Ms. Verónica Paredes // Ms. Silke Busche
Career Development Assistant	Ms. Ulrike Wierth

**A.5 Marketing, Admissions & Enrolment**

Director	Ms. Makrina Hernández (M.Sc.)
Marketing Manager	Ms. Lorena López (M.Sc.)
Digital Marketing Specialist	Mr. Marta Bellon
Regional Enrolment & Admissions Manager	Ms. Victoria Espinosa
Regional Enrolment & Admissions Officer	Ms. Virginie Rachel Martin Regional
Enrolment & Admissions Officer	Ms. Viktoriia Sobishchanska
Admissions Assistants	Ms. Celia Espinosa // Ms. Carmen Valdivia

**A.6 Support Services**

IT Manager	Mr. Juan Luis Velasco
Student Accounts	Ms. Lilliam López
Residence Manager	Ms. Yolanda Naranjo
Receptionists	Ms. Lourdes Aparicio
	Mr. Juan Ruiz
	Mr. Lorenzo Juan

## B. Faculty

The faculty at Les Roches Marbella teach 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

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### **Atienza, Horacio**

Lecturer in Finance since 2018. Master's degree in Business Administration MBA, UADE Business School Finance Oriented (2015). Business degree in Business Administration, UADE Business School Finance Oriented (2004).

Professional experience:

Real estate agent

Finance decision support lead, Accenture.

Senior Analyst, IBM.

### **Brad, Dragos**

Senior Lecturer in English since 2014. B.Sc. (Computer Science), Carleton University (2000). CELTA Cambridge English Teaching Certificate (2007). M.Ed. (Post-Secondary Studies), Memorial University (2016).

### **Brooijmans, Floor**

Lecturer in Service since 2012. Bachelor in Business Administration, School for Hotel Management, Maastricht, Holland. Currently enrolled in Master in Event Management and Marketing Communication.

### **Campín, Luisa**

Lecturer in Environmental Waste Management, Menu Planning and Nutrition since 2005. CHE. Master in Dietetics and Nutrition, Foods, and Wellness Studies, Universitat de Barcelona (2015). Technical in Hostelery and Cuisine, Escuela Superior de Hostelería y Turismo de la Casa de Campo, Madrid (1994). Curso Experto en Dirección de Alimentos y Bebidas.

Professional experience:

Chef Lecturer and Nutrition Teacher, Vertice Schools.

Head Chef, Restaurant El Abrevadero - Equestrian School.

Chef the Partie, Hotel Las Dunas Estepona.

### **Cantos, Lorena**

Lecturer in Culinary Arts since 2016.

### **Carracedo, Jorge**

Lecturer in Service since 2016.

### **Champagne, Vera**

Clinical Professor in Human Resources since 2014. Currently enrolled in a Doctorate in Business Administration (DBA) major in Human Resources, Atlantic International University. Master in Business Administration, University of Liverpool (2018). Bachelor in Hotel Management, Erasmus Hogeschool, Brussels (1989).

Professional experience:

Manager, The Lofts Toulouse.

General Manager, Courtyard by Marriott Toulouse Airport.

Director of Operations and Human Resources, Courtyard by Marriott Brussels.

### **Del Olmo, María**

Senior Lecturer in English since 2012. PhD student, University of Málaga (2011 to date). MA in English Studies and Multilingual and Intercultural Communication, University of Málaga, Spain, 2010. BA (Hons) in English Language and Literature, Open University, United Kingdom, 2011. MSc in Aerospace Vehicle Design, Cranfield University, United Kingdom, 2004. BEng (Hons) in Aeronautical Engineering, City University London, United Kingdom, 2003. CELTA (Cambridge Certificate in English Language Teaching to Adults), Cambridge University, 2011.

Professional experience:

Lecturer in Cross-cultural Management, European Union, & Gender Studies. International Studies Abroad Programme, University of Málaga.

Lecturer in Content and Language Integrated Learning for Research and Academic Staff. University of Málaga.



**Del Olmo, Elena**

Senior Lecturer in English since 2014. English Pathway Coordinator. PhD student, University of Málaga (2011 to date). MA in English Studies, Intercultural and Multilingual Communication, University of Málaga, Spain (2010). BA in English Philology, University of Málaga, Spain (2009).

Professional experience:

Lecturer in Gender Studies, International Relations, and European Union. International Studies Abroad Programme, University of Málaga. Lecturer in Content and Language Integrated Learning for Research and Academic Staff. University of Málaga.

**Djeebet, Hassan**

Lecturer in F&B Management since 1995. CHE. Master's Degree in Business Administration, Revans University (2003).

**Fernández de Caveda, Eugenia**

Senior Lecturer in Rooms Division & Spa since 2015. Master in Spa & Wellness Management (2019). Master in Tax Administration, Colegio de Economistas de Asturias (1995). Bachelor in Economics, University of Oviedo, Asturias (1988-1994). Hospitality Management Diploma in London Hotel School (London) (1998-1999).

Professional experience:

Loyalty Coordinator, Holiday World

Front Office Manager, H10 Andalucía Plaza Front Office Manager, Las Dunas Hotel

**Garrido, Susana**

Senior Lecturer in Marketing since 2012. Executive MBA in Economics and Business Administration, Instituto Internacional San Telmo (2012). Master in Golf Course and Country Club Management, EADE (2003). Bachelor of Arts in Translation and Interpretation (English, German, Italian) University of Malaga (2001).

Professional experience:

Operations Assistant Manager (Golf, Hotel, Spa, F&B)/Hotel Manager/Spa Manager, La Cala Resort. Front Office/Reservations Manager, The Eliot Suites Hotel.

Caddie Master, Santa Clara Golf Club.

**Gastellier, Marjorie**

Lecturer in Culinary Arts since 2018. Mention Complémentaire Traiteur Toulon Hotel School, France (1998). Baccalaureat Professionnel Hyeres Hotel School, France (1997). C.A.P / B.E.P Option Kitchen Hyeres Hotel School, France (1995).

Professional experience:

Executive Sous Chef, Hotel Fuerte, Marbella Sous Chef, Drury's Building, Dublin

Sous Chef, The Dining Room by Conrad Gallagher, La Stampa Boutique Hotel, Dublin

**Gómez, José Ramón**

Senior Lecturer in HR since 2016. Human Resources Pathway Coordinator. Master in Law, Universidad de Alcalá (UAH). Bachelor in Law, Universidad de Alcalá (UAH). Psychology studies, Cardenal Cisneros (UCM).

Professional experience:

Human Resources Director, Ritz Hotel Madrid.

Human Resources Manager, Merck Sharp & Dohme. Human Resources Manager, Global Crossing.

**González, Ana Rosa**

Senior Lecturer in Rooms Division since 2015. Master in Higher Education, Major in Hospitality and Tourism, University of Málaga. Postgraduate in Hospitality Management, Les Roches Marbella. Degree in Business Administration, University of Oviedo. Degree in Economics, University of Oviedo / University of Copenhagen.

**González, Jean Pierre**

Lecturer in Service since 2008. Diplôme du Baccalauréat Professionnel Section Bureautique Option "A" Gestion L.E.P. Beaugrenelle, Paris (1997). Currently enrolled in Curso Experto en Dirección de Alimentos y Bebidas.

**Hidalgo, Álvaro**

Senior Lecturer in Finance since 2014. Master's degree In Economics & Business Administration, UAM (1986). University of Madrid (1992) Bachelor in Economics & Business Administration, UAM (1986).

Professional experience:

Member, Spanish Institute of Financial Analysts, Chartered accountant / Certified public accountant (REC).

Chartered economist auditor of Information Systems (RASI). Fellow, HOSPA - Hospitality Finance, Revenue and IT Professionals, UK. Member, Hospitality Financial & IT Professional Association, US. Advisory Council Member, HITEC

**Hirth, Mavi**

Lecturer in English since 2005. CHE. T.E.S.O.L. Certificate in Teaching English to Speakers of Other Languages (2005).

Lehramtsstudium L3 in English, German and Spanish, Frankfurt University.

**Krebs, Julia**

Lecturer in Rooms Division since 2018. Rooms Division Pathway Coordinator. Bachelor of Business Administration (Hons) with Marketing, Les Roches School of Hotel Management Bluche, Switzerland (2011). SHA Hotel Management Diploma, Les Roches School of Hotel Management Bluche, Switzerland (2010).

Professional experience:

Front Office Manager, Belmond La Residence D'Angkor, Siem Reap, Cambodia.

Experience Concierge and Wedding Coordinator, Belmond Napasai, Koh Samui, Thailand.

Guest Relations Manager, Belmond La Residence Phou Vao, Luang Prabang, Laos.

**Loiti, Jon**

Senior Lecturer in Human Resources since 2008. CHE. Diploma in Business Administration, Mondragon University, (2002), Master's Degree in Human Resources Management, Napier University, Edinburgh (2007).

**López-Argüeta, Ángel**

Lecturer in Rooms Division since 2019. Master's in Secondary Education Teaching, Professional Training & Languages, UCAM (2017). Master International in Coaching & Business, EUNCE (2015), Diploma in Business & Tourism, UNED (2007).

Professional experience:

Quality Consultant & Training Coordinator, VW-Audi Spain

General Manager, Virgin Active

Hotel Manager, InterContinental Hotels Group

**López, Julio**

Lecturer in Service since 2018. Cuisine Diplome, Le Cordon Bleu, London (2012). BBA in International Hospitality Management in Finance, Les Roches International School of Hotel Management, Switzerland (2011). Swiss Hotel Association Diploma, Les Roches International School of Hotel Management, Switzerland (2010).

Professional experience:

Operations Manager, Grupo Gastronómico Sottovento, Marbella

Outlets Manager and New Development Opening Team Manager, Eric Kayser, Cambodia Operations Manager, Salduna Catering, Marbella

**Martínez, José Manuel**

Senior Lecturer in Spanish since 2011. Master's degree in Spanish, University of Malaga (1994) Bachelor of Arts Degree in Spanish, University of Málaga (1994).

**Martos, María Dolores**

Lecturer in Finance since 2019. Master's degree in Fashion Design, Instituto Europe de Diseño (2018). Executive MBA, IE Business School (2016), Bachelor's Degree in Business Administration, Alfonso X El Sabio (2009).

Professional experience:

Retail Manager, Lagoon Concept Store / Beach Boutique

Commercial & Finance Controller Manager, Sephora Controller Manager, Starbucks

**Merino, Miguel**

Lecturer in Service since 2013. Didactical Methodology Teaching (2011). Hospitality & Front of House Management. Escuela de Hostelería de Málaga “La Consula” (2001). Sommelier, Escuela Española de Cata, “School European Sommeliers”, Madrid 2015 (350h).

Professional experience:

Hospitality & Front of House Management. Escuela de Hostelería de Málaga “La Consula”. Manager, Kempinski Hotel Bahía Estepona 5\* G.L.

Service teacher and Service/Wine consultant for Hospitality Consultancy.

**Molina, José Antonio**

Lecturer in Culinary Arts since 2016.

**Montero, Rocío**

Senior Lecturer in Rooms Division since 2013. CHE (2014). Master in Business Administration, University of Liverpool (2018). Bachelor of Arts Degree in English, University of Sevilla (2000). Certification in Revenue Management, Cornell University (2005).

Professional experience:

Rooms Division Manager, Eurostars Isla Cartuja Hotel and Hotel Sevilla Congressos Hotel. Revenue & Sales, Sevilla Centre Hotel.

Manager-Consultant, Mirador De La Portilla.

**Moura, Ana María**

Senior Lecturer in Rooms Division and Events since 2015. Post-graduation on Events Management, Escola Superior de Hotelaria e Turismo do Estoril, 2008 Degree on Hotel Management, Escola Superior de Turismo e Hotelaria do Estoril, 2005.

Professional experience:

Front-desk agent, Hotel PYR Marbella

Hotel Account Coordinator, hotel.de Barcelona

Revenue Management Assistant, CS Hotels and Golf Resorts Portugal

**Otamendi, Ainhoa**

Professor in Psychology, Sociology and Management Skills since 2013. PhD in Psychology, University of Malaga (2003). Certified Practitioner of MBTI, FIRO-B, 16PF, TKI and EJI questionnaires, The British Psychological Association (2015).

Master in Human Resources Management, University of Malaga (2002). Specialist Diploma in ICT implementation for HR management in SMEs, Complutense University of Madrid (2010). Postgraduate Diploma in e-Learning Management, Open University of Catalonia (2007). Bachelor in Psychology, University of Malaga (1998).

Professional experience:

Manager of the Andalusian Government’s Program “Virtual Learning Environment”, Technological Network of Andalusia. Coordinator of e-learning programs, IAVANTE Foundation.

Research Associate. Fulbright Postdoctoral Scholar. Florida State University, USA.

**Patrucco, Silvio**

Lecturer in Culinary Arts since 2006. Head Chef since 2019. CHE. Graduated in Gourmet Cooking and Catering. International Training College, Cape Town (1996). Laureate Certificate Program in Teaching in higher education (2012-2013). Laureate Certificate in Online, Hybrid and Blended Education (2014-2015).

Professional experience:

Chef de Partie, Dorchester Hotel.

Sous Chef, Le Meridien Piccadilly London. Sous Chef, Le Meridien Dallas Texas.

**Pavón, Miguel Ángel**

Senior Lecturer in Accounting since 2017. Finance Pathway Coordinator. PGD in Hospitality Management, Les Roches Marbella (2002). Bachelor’s degree in Business Management, UNED (2001).

Professional experience:

Purchasing & Cost Control Manager, Grupo Amigos. Faculty Member, La Cónsula Hospitality Mgt School. Faculty Member, La Fonda Hospitality Mgt School.

**Peñafiel, Miguel Ángel**

Lecturer in Culinary Arts since 2013. Professional Chef title, IHK Berlin (Chamber of Industry and Commerce in Berlin) and the Education Center of Hospitality and Gastronomy “Brillat Savarin” in Berlin, Germany (1998 to 2000).

**Permuy, Celina**

Senior Lecturer in Finance since 2010. Master's Degree in Hospitality Management. CSHG-USC, 2004. Bachelor's degree in Business Administration. USC, 2002. Diploma in Tourism. UNED, 2009. Postgraduate certificate in Education, Complutense University of Madrid (2006)

Professional experience:

Expert Analyst in Outbound Tourism Markets, Spanish Embassy in United Kingdom. General Manager, Paradores de España.

Finance Controller, Leading Hotels of the World.

**Peromingo, Alicia**

Lecturer in Rooms Division, Social Responsibility and Events since 2020.

Master in Corporate Communication, Event Management and Protocol (2017). Degree in Event Management, Protocol and Institutional Relations, Universidad Europea de Madrid (2015). Diploma in Protocol and Institutional Relations, Universidad de Granada (2014).

Professional experience:

Institutional Relations Manager, Grupo Abade  
Operations Director, Hotel Casa 1800  
Manager, Hotel Sevilla Palmera

**Peyregne, Gilda**

Lecturer in Service since 2001. Food & Beverage Pathway Coordinator. CHE. Bachelor's Degree in Business Administration (Hospitality). Les Roches Bluche (2000). Currently enrolled in Curso Experto en dirección de Alimentos y Bebidas.

**Portero, Daniel**

Lecturer in Culinary Arts since 2015. Currently enrolled in Master studies in Vegetarian Nutrition, Funiber. Diploma in Spanish Gastronomical Culture, Escuela Superior de Hostelería de Sevilla (2015). Gastronomic Administrator, Universidad Tecnológica Equinoccial. Quito, Ecuador (2007).

Professional experience:

Chef de Partie, Sisu Hotel, Puerto Banús

Sous Chef, Meson Leandro, Cazorla

Chef de Partie, Café de Oriente, Madrid

**Ratkai, Melinda**

Assistant Professor in Finance since 2019. Ph.D Summa Cum Laude with International Mention (2014). Postgraduate of Cognitive Sciences, University of Malaga (2017). Master of Business Administration in Tourism, University of Huelva (2011). Bachelor of Art in International Studies, King Sigismund College, Budapest (2010). Bachelor of Science in Economics, Budapest Business School (2007).

Professional experience:

European Projects' Consultant & Manager, University of Jaén,

European Projects' Consultant & Manager, University of Málaga

Social and Economics Science Researcher, various institutions in Spain, Hungary and Portugal

**Reina, Jorge**

Lecturer in Psychology since 2016. Master's Degree in Emotional Intelligence, Universidad de Málaga (2014). Bachelor's Degree in Psychology, Universidad de Málaga (2012).

Professional experience:

Psychotherapist and training consultant, Freelance. Training consultant, REMO – Reload Emotions.

Psychotherapist and lecturer, Adaner Málaga.

**Rojas, Lucio M.**

Lecturer in Rooms Division since 2018. Bachelor's Degree in Hospitality Management, University of Belgrano, Buenos Aires, Argentina (2012).

Professional experience:

Housekeeping Assistant Manager, Gran Hotel Miramar

Housekeeping Assistant Manager, Meliá Lebrero Sevilla

Housekeeping Supervisor, Park Hyatt Hotel Buenos Aires

**Ryan, John**

Senior Lecturer in Accounting since 2010. MBA Trinity College Dublin (1999). BSc. In Management, Trinity College Dublin (1995). Higher Diploma in Hotel and Catering Management, Dublin College of Catering (1995).

Professional experience:

Chief Financial Officer. Capital Financial Partners, Financial Intermediaries. Business Architect. Eircom Telecommunications Ireland

**Salas, Raquel**

Lecturer in French since 2004. Law Studies, Malaga University (1990).

**Santín, Carlos**

Lecturer in Marketing since 2018. Marketing Pathway Coordinator. Master's in Digital Marketing, ESIC Business & Marketing School (2014). MSc in Marketing, London College of Communication (2003). BA Honours Marketing and Advertising, London College of Communication (2002).

Professional Experience:

Digital Marketing & Digital Transformation Manager.

Marketing & Digital Business Development Manager.

Product Manager - NH Hotels.

**Schapmann, Ralf**

Lecturer in Culinary Arts since 2010. Staatlich geprüfter Küchenmeister (Master Craftsman's Diploma in Kitchen) (IHK), Duesseldorf, Germany (2004). Zertificat zur Ausbildungseignungsprüfung, IHK, Cologne, Germany

(2004).

Professional experience:

Sous Chef, Restaurant Tikitano Spain.

Sous Chef, Restaurant Chesa Chantarella, Switzerland. Head Chef, Restaurant Voessing, Düsseldorf.

**Serra, Teresa**

Senior Lecturer in Economics since 2003. CHE, American Hotel and Lodging Educational Institute (2004). Doctoral studies, Malaga University (1998). Postgraduate certificate in Education, Complutense University of Madrid (2005). Master's Degree in Economics, Complutense University of Madrid (1992). Bachelor's Degree in Economics, Complutense University of Madrid (1992).

Professional Experience:

Lecturer and BBA Course Director, EADE Assistant lecturer, University of Wolverhampton.

**Shah, Moeed**

Lecturer in Service since 2001. CHE. Bachelor's Degree in Commerce, University of Karachi - Pakistan (1997). Diploma in Hotel Management Les Roches, Marbella (1999).

**Tavares, Mike**

Lecturer in Rooms Division since 2019. Master's Degree in Hospitality Management, University of Coimbra, Portugal (2006). Degree in Tourism & Leisure, University of Coimbra, Portugal.

Professional Experience:

Rooms Division Manager, IHG Intercontinental Hotel Group

Rooms Division Manager, The Bristol Hotel

Front Office Manager, Radisson Blu Bristol

**Vlad, Ekaterina**

Senior Lecturer in Marketing since 2017. Master of Business Administration in Hospitality Management,

Queen Margaret University, UK (2012). Diploma of Higher Education in Education (Mathematics & IT), Kuzbass State Pedagogical Academy (1998). Certified Hospitality Educator (2015). Certificate in Higher Education Teaching and Learning, Laureate (2014).

Professional experience:

Global Bachelors Program Coordinator & Lecturer in Marketing, Les Roches Jin Jiang, China. Deputy Director of Training, Swisstouches Hotels & Resorts, China.

Director of Prima Lingua Consultancy, a study abroad agency, Russia.

**Vlad, Marius**

Senior Lecturer in Rooms Division since 2016. CHE. Master Degree in Business Administration, Hotel & Tourism Management, Institute Sörenberg, Switzerland (2011). Postgraduate Diploma in International Hotel & Tourism Management, Hotel & Tourism Management Institute, Sörenberg, Switzerland (2009). Human & Economical Geography, National College of Bucharest, Romania (2008).

Professional Experience

Student Activities Manager, Les Roches Jin Jiang. Hospitality Lecturer, Les Roches Jin Jiang.

Front Office Supervisor, The Ritz Carlton Dubai.

**Zea, Carlos**

Senior Lecturer in Marketing since 2005. CHE. MBA in Marketing Management, University of Houston, Texas, USA (1993). BBA Villanova University PA, USA (1988).

Professional Experience

General Director, CIS, Madrid (college of International Studies - accredited by NEASC)

Visiting Lecturers

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**Backburne, Ioanis**

Lecturer in Evaluating Marketing Efforts since 2016. Master, Strategic Marketing. Hong Kong Baptist University (2007) SC Paris. Master 2, Strategic Marketing. ISC Paris (2007).

Professional experience

Louis Vuitton: Store Manager- Retail Performance

Manager- Client Marketing Manager

**Bergland, Linda**

Lecturer in English since 2019. HND in Music Technology.

Professional experience

English teacher, Guadalmina Idiomas

English teacher, Antonio Guerrero Group

English teacher, self-employed

**Bernard, Louis**

Guest speaker in Crisis Management since 2014. Management Stratégique de la Crise, Institut National des Hautes Etudes de Sécurité et de Justice - INHESJ (2015). Master of Science (M.Sc) in International Relations of the European Union, Loughborough University, UK (2003). Master of International Relations, Institute of Political Sciences, Lyon (2002). Global Risk Award: Innovation Through Technology, Institute of Risk Management, UK (2014).

Professional experience:

Founder, Layer Cake.

Deputy Operations Manager, GEOS.

**De la Morena, Alexia**

Lecturer in Experiential Marketing since 2016. International Executive MBA IE Business School. Ph.D. in Sensory Marketing UCM. Bachelor in NeuroPsychology UNED. Bachelor in Journalism.

**González, José Luis**

Lecturer in Finance since 2019. PhD (in progress) in Economics and Business Administration, University of Málaga. Master's Degree in Accounting and Taxes, Exce Business School, University of Málaga (2016). MBA in Business Administration, University of Málaga (2015). University Degree in Economics, University of Málaga (2014).

Professional experience:

Managing Director, iWorld Cambio S.A.

Business Development Manager, MoneyGram International.

Economist, Carrera Lawyers & Economists

**Kiernan, Jeanne**

Lecturer in English since 2019. BA in Applied Languages Translating & Interpreting German & French (1990). Higher Diploma in Education (1994). Higher Diploma in Public Administration (2005). CELTA (2014).

Professional experience:

English teacher, International School & Language Academy, Spain.

Administrator, Drogheda Borough Council, Louth, Ireland.

Second level teacher French, German & Business Studies, Ireland.

**Morgan, Robert**

Lecturer in English since 2019. MSc. in Industrial Psychology, Hull University (1989). B.A. in Psychology, University College Dublin (1988). Trinity CertTESOL Certificate (2017). Train the Trainer Certificate, Irish Further Education and Awards Council (2012). Cambridge CELTA Certificate, International House, Barcelona (2009).

Professional experience:

Teacher, III-Schools

Teacher, European Institute for Teaching & Research

**Ojeda, José**

Lecturer in Facilities Management since 2011. Doctoral Studies, Malaga University (2010). Master's Degree studies in Bioclimatic Architecture and Intelligent Buildings, ANAVIF (2000). Bachelor in Architecture, Escuela Técnica Superior, Universidad de Sevilla (2000).

Professional experience:

General manager of José Ojeda Architects.

Environmental Consultant for hospitality developments, AUREN.

**Olano, Jaime**

Lecturer in Golf Club Management since 2007. Agricultural Engineering & Agricultural Business

Management, Valladolid University (1995). HND in Turf-grass Science & Golf Course Management, University Central Lancashire, UK (1998).

**Rodríguez, Roberto**

Lecturer in Social Responsibility since 2009. CHE. PhD Candidate in Business Administration (Sustainability in Hotels), Universitat Jaume I. MSc in Sustainability and Corporate Social Responsibility, Universitat Jaume I (2013). BSc in Tourism, Universidad de Murcia (2011). Diploma in Business and Tourist Activities Administration, Universidad de Cádiz (1994). American Hotel & Lodging Educational Institute (2010). Certificate in Congress Management, Fundación Forja XXI (1994).

Professional experience:

General Manager, Fuerte Hoteles. Rooms Division Manager, Fuerte Hoteles.

Guest Service, Puente Romano Beach Resort.

**Stanislas, Helou**

Lecturer in Marketing Research since 2017.

**Utrera, Pedro J.**

Lecturer in Trends and Innovation since 2016. Executive MBA ESIC Business School (2013) Master in Professional Negotiation Management, Development & Training (2005). Master in Communication ESIC Business School (2003) Degree in Communication Sciences UAB University (1995)

Professional experience:

Moët Hennessy - Louis Vuitton: Communications Director Saatchi & Saatchi: Director of Press and PR Dpt.

RM Comunicación Integral: Accounts Executive

**Vázquez Jones, Carla**

Lecturer in Fashion Marketing since 2018. BA in Advertising and Public Relations with a minor in Fashion Management (Complutense University Madrid, 2011).

Professional experience

CH Carolina Herrera-Purificación García. US Communications Manager, Delpozo, Loewe

Guest Speakers

---

**Alcocer, Violeta**

Lecturer in Fashion Marketing since 2016. Executive MBA Instituto de Empresa (1999). Postgraduate in Qualitative Market Investigation Egro Millwardbrown (2002). Degree in Psychology (1998)

Professional experience

Know How Communication: Deputy Director  
Versace, Pomelato, Ferragamo

**Balmes, Berta**

Guest speaker Business Etiquette since 2015. Personal and Professional Image Consultant Certificate, The Image House, London, United Kingdom (2009). Master of Arts in Psychology, California Southern University, Santa Ana, USA (2007). MBA in Industrial Studies, Escuela de Organización Industrial, EOI, Madrid (2000).

Professional experience:

Founder and Director, BfB International.  
Strategic Development and Board Adviser, Industrias Balmes S.A. Commercial and Contractual Officer, Astrium Ltd.

**Behan, Antonia**

Guest speaker in Personal Professional Development since 2015. Certified life coach, European Coaching Foundation (2004). 4BEX Certificate, First Line Management (2004). Rhodex International Diploma in Interior Decoration and Design, Griffith College Dublin (2000). Member of the British Psychological Society, UK.

Professional experience:

Personal and Professional Development Coach  
Small Business Consultancy and Support, Boutique Bloom.

**Kreutz, Fabian**

Guest speaker in Events Management since 2010. Bachelor's in communication & Media Management, Business University and Information Technology School (BiTS), Iserlohn (2007).

Professional experience:

CEO of Smart Media Solutions GmbH. CEO of Smart

Event GbR.

Press Spokesman Campus Symposium with Bill Clinton.

**Márquez, Ana**

Lecturer in Online Marketing since 2016. Law degree and Economic Studies Universidad Autónoma de Madrid. Master in Fashion and Luxury Brand Management Instituto Marangoni, Milan.

Professional experience:

Digital Strategist Consultant for Luxury Miguel Palacio, Social Media Manager

**Martín, Guillermo**

Guest speaker in Spa Management since 2009. Master's Degree in Administration and Management for the Sports Industry (M.B.A.) "Complutense" University of Madrid. B.Sc. in Sport Sciences (INEF) Polytechnic University of Madrid. Teaching qualification course (CAP) "Complutense" University of Madrid (1994)

Professional experience:

Spa & leisure Director. Purchases responsible. Finca Cortesin Resort (Hotel, Golf & Spa). Operations Director. Ingesport Health & Spa Consulting.  
Elysium Spas Director. NH Hotels.

**Mazzeo, Carla**

Guest speaker in Events Management since 2011. CHE. Diploma in Hotel Management, Escuela Superior de Hotelería (2002).

Professional experience:

Events Manager, Los Monteros Hotel.  
F&B Manager Assistant, Puente Romano Hotel.  
Reservations Agent, Incosol Hotel.

**Morten, Max**

Lecturer in Customer Services Experience since 2016.

**Pareja, Federico**

Lecturer in Marketing Research since 2016. Master in Arts in Advertising. WEST Herts College (2001). Business Management CESA (1999). Diplome de



la Langue et de Civilisation Francaises. Sorbonne (1997). Bachelor in Sciences Anglo Colombian School (1994) Professional experience:

Qatar Airways: Head of Marketing and Communication beFRESCO: Marketing and Research Consulting Director

**Parriego, Patricia**

Lecturer in Online Marketing since 2016. Law degree and Economic Studies (E-1) Universidad Pontificia de Comillas - ICADE, Madrid. Master in Fashion and Luxury Brand Management Brand Management Instituto Marangoni, Milan

Professional experience: Luxurycomm. Partner Branded Content Specialist

Advisory Services ERNST & YOUNG Senior Manager in Strategic and Advisory

**Quesada, Cristina**

Lecturer in Online Marketing since 2016. Computer Science Degree - ICAI , Universidad Pontificia de Comillas - Madrid Executive MBA IESE Business School.)

Professional experience: Luxurycomm. Partner Branded Content Specialist

Advisory Services ERNST & YOUNG Senior Manager in Strategic and Advisory

**Rando, Zoraida**

Guest speaker in Events Management since 2013. Registered for an MBA at EAE Escuela Administración de Empresas, Madrid. Bachelor in Translation & Interpreting (2002). Diplôme d'Études Supérieures Juridiques et Économiques de l'Union Européenne, Collège des hautes études européennes Miguel Servet, Paris, Université de Paris I Panthéon-Sorbonne & Universidad Complutense de Madrid (2003).

Professional experience:

Director of Revenue Management Services at GlobRes, Switzerland.

**Romatet, Grègoire**

Guest speaker in Crisis Management since 2014. International Relation & Crisis Management, Insitute for Political Sciences, Toulouse, France (2014). Peace

Studies Department, University of Bradford, UK (2012).

Professional experience:

Consultant, Layer Cake

**Vela, Calletana**

Lecturer in Online Marketing since 2016. Law degree, Judicial and Economic Studies of the European Community San Pablo- CEU

Professional experience

New Technologies specialist lawyer (Madrid-New York) Luxurycomm. Partner

Digital Strategist Consultant for Luxury Blogger & Luxury Influencer.

# Academic Catalogue



2020.1  
February – July  
2020



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