Les Roches Crans-Montana

Academic
Catalog

◆

2021.2

lesroches.edu

**Academic courses
valid for the intake**

2021.2

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

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Contents

Les Roches accreditation

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

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

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New England Commission of Higher Education
3 Burlington Woods Drive
Suite 100
Burlington, MA 01803 - 4514
(781) 425-7785

1.
A warm welcome to the world of hospitality

Over the past eighteen months, it is undeniable that the hotel industry has been very hard hit by the COVID crisis, but the resilience of the hotel industry has been demonstrated time and time again following the various crises of the last decades and I might even say centuries. It is also undeniable that the hospitality industry will be a driving force behind the global recovery, as it represents 10% of global GDP, 10% of global employment and more. Hospitality is not just about doing business, hospitality is an attitude, a state of mind, it is the art of service, the willingness to please and to take care of each other. A new hospitality will emerge from this crisis: a hospitality that combines sustainability, respect for local communities and the environment, global growth and the ability to provide access to leisure and tourism. This new hospitality must be invented: this is our challenge and our commitment to the next generation.

The aim of Les Roches is to encourage creativity and the exploration of new opportunities for hospitality through open source innovation. In this context, Les Roches and the Association of the Communes of Crans-Montana (ACCM) have joined forces to create the SPARK innovation cluster to foster the future of hospitality while developing innovative solutions for all companies that place the customer experience at the heart of their strategy. SPARK, sphere of innovation by Les Roches, is operational since September 2020. As an incubation, testing and applied research center, SPARK brings together a large network of local and international experts who are accessible to our students throughout their academic journey. This dynamic ecosystem is a unique multidisciplinary platform dedicated to innovation. Its motto clearly sums up SPARK's mission: incubate, ignite and inspire.

Talking about sustainable future, diversity, equity and inclusiveness are at the heart of our network of high-quality campuses in Switzerland, Spain and China offering unique opportunities foglobal mobility of students, who can choose to study across this network. We set high standards for education that meet the needs for a global career within the world of hospitality and beyond, in the broader spectrum that we call today the "experience economy".

The mission of Les Roches is to provide a 'transformative, progressive education' that helps graduates succeed and excel in their works and life. Our approach to learning fosters a mindset of innovation and entrepreneurship while developing sustainable global citizens who are exceptional talents for the hospitality industry of the future. Today, 33% of our alumni have started their own businesses and successful new hotel ventures.

We have developed this academic catalog to provide insights into what Les Roches has to offer in terms of study programs at Bachelor's Degree and postgraduate levels, but also to share our unique educational philosophy. Thanks to the situation due to COVID 19 we have imagined and developed remote teaching methods adapted to our teaching philosophy as well as to the subjects we teach in our programmes. The integration of digital tools allows our students learning remotely to acquire the same knowledge and to develop the same skills as in the classroom.

Our academic programs develop business management skills, leadership skills, general knowledge, intra and interpersonal skills. These skills are developed through learning by doing, digital experiential learning, individual and group work, entrepreneurial and digital projects, and essays. Thanks to the COVID 19 situation, we have designed and developed distance learning methods adapted to our teaching philosophy and to the subjects we teach in our programs. This experience has allowed us to accelerate the integration of digital tools in our teaching and in the management of projects by students. Our excellent teachers, recruited from all over the world, support students and encourage them to unlock their potential and develop.

We are constantly striving to evolve our programs to meet the needs of our students and the digital transformation of the hospitality industry, which is looking for the skills and talent it needs to make the digital shift. Today, Les Roches hospitality graduates are sought after by some of the world's leading hospitality and guest services companies. Over 80 international companies recruit directly from campus each semester offering exciting job opportunities and rewarding careers.

We have put together this academic catalogue to give an overview of what Les Roches has to offer in terms of study programs at bachelor and postgraduate levels, but also to share our unique educational philosophy.

We look forward to welcoming you to Les Roches: Be fearless be Les Roches!

Dr. Christine Demen Meier, Managing Director

2.
History of 'Ecole des Roches'

1954

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

1979

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

1985

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

1995

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

2000

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

2004

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

2005

New accreditation
— Les Roches is accredited at university level through NEASC's Commission on Institutions of Higher Education (CIHE) in the United States. As of 2018 CIHE became independent from NEASC and is now called NECHE.

2006

Campus growth
— Les Roches expanded its facilities with four extra buildings to accommodate additional students in fully equipped apartments.

2007

New facilities, new name and new recognition
— Les Roches opened a new and modern library complex, auditorium and specially designed front office and rooms division laboratory.

— Les Roches changed its name from Les Roches Swiss Hotel Association School of Hotel Management to "Les Roches International School of Hotel Management" in order to better reflect its global student body and educational approach.

— Hiring managers rank Les Roches among the top three hospitality management schools in the world for an international career (TNS Global Survey, 2007).

2009

Renovations
— The campus undertook important renovations constructing a new wing of classrooms, a new library, a new lobby and terrace, a soccer field, and the new residential buildings Peters Farm 3 and 4.

— New BBA specialization in Entrepreneurship

2010

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

2011

New restaurant and sports bar

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

2012

World record

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

2013

Map of the world

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

2014

New global courses and a new Market Place

—　Les Roches launched the BBA in Global Hospitality Management: Les Roches is the only international hospitality management school to offer a degree that allows students to study around the world in key tourism and hospitality locations.

—　The Market Place was refurnished

—　A mini market was opened

2016

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

—　Sommet Education is founded to manage the portfolio of hospitality schools, which includes Les Roches and Glion Institute of Higher Education.

—　Sommet Education and all the branch and affiliated campuses are acquired by Eurazeo, one of the leading investment companies in Europe. Following the acquisition institutions Glion and Les Roches serve students from more than 100 countries, preparing them to be immediately effective in their professions – wherever in the world these may be – while delivering exceptional consumer experiences. For more information, visit www.sommet-education.com.

—　In October, Les Roches changed its name from Les Roches International School of Hotel Management to Les Roches Global Hospitality Education. This was because cultivating cultural diversity and preparing students for global opportunities are fundamental to the Les Roches experience.

—　A new quick service food outlet, B3 (Baker, Butcher and Brewer), opens on the Swiss campus.

2018

Opening of facilities to the public

—　Tacot Restaurant and Bar was re-branded and opened to the public. The name changed to Roots, and a farm to table concept was introduced, where short travelled, seasonal and ecologically grown produce are being used.

—　A new quick service food and beverage outlet, Fresh and Fast, opens on the Swiss campus, providing students and staff with daily sushi, salads and deli sandwiches.

—　Mini Market opened to the public and was renamed Mini Marché

2020

New Master's Degree and Innovation

—　Les Roches launched a Master's in Hospitality Strategy and Digital Transformation which is approved by the State (Canton) of Valais. Its the first of its kind in the world – is designed to make you ready to seize these opportunities to shape the hospitality industry of tomorrow.

—　Through Spark, we Inspire our students with expert insights from faculty, alumni and guest speakers, alongside cutting-edge technologies they can reach out and touch. With our industry partners we Ignite students'creativity and entrepreneurial instincts, as we invite them to develop and test new hospitality solutions in living laboratories. And on our campuses we Incubate disruptiveideas and businesses developed by students as well as those we invite from the wider start-up ecosystem.

Today

Ready for the future

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

Les Roches Switzerland offers a Diploma in Hotel Management, a Bachelor of Business Administration in Global Hospitality Management, a Postgraduate Diploma in Hospitality Management, a Master's in Hospitality Strategy and Digital Transformation and a MBA in Global Hospitality Management.

Les Roches ranked in the top four institution worldwide for hospitality and leisure management and the second Swiss institution (QS World University Rankings 2021).

3.
Statement of general purposes

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

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

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

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

4.
Vision and mission

A. Les Roches' overarching vision and mission

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

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

B. Campus mission

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

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

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

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 endeavor to create a spirit of enquiry and lifelong learning in our graduates by encouraging their commitment to excellence and the development of sustainable business practices.

D. General education program mission

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

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

5.
Affiliation, accreditation,recognition and memberships

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

A. New England Commission of Higher Education (NECHE)

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

Definition of NECHE's role and mission:

The New England Commission of Higher Education (NECHE) is one of seven regional higher education accrediting bodies in the United States. NECHE is a voluntary, non-profit, self-governing organization having as its primary purpose the accreditation of educational institutions.

Through its evaluation activities the Commission provides public assurance about the educational quality of those institutions that seek or wish to maintain accreditation.

Institutions of higher education achieve accreditation from the NECHE 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 federal requirements and 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 Standards articulates a dimension of institutional quality. In applying the Standards, the Commission assesses and makes a determination about the effectiveness of the institution as a whole. The institution that meets the Standards:

– has clearly defined purposes appropriate to an institution of higher learning;

– has assembled and organized those resources necessary to achieve its purposes;

– is achieving its purposes;

– has the ability to continue to achieve its purposes.

B. State (Canton) of Valais Department of Education

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

C. Other recognition/memberships

The following agencies recognize the school:

– Association to Advance Collegiate Schools of Business (AACSB)

– Association of Directors of Hotel Schools (EUHOFA)

– Association of Slow Food (Roots)

– Association of Swiss Chefs

– Council on Hotel Restaurant and Institutional Education (CHRIE - USA) and EUROCHRIE (Europe)

– European Council on International Schools (ECIS)

– International Association of Hospitality Management Schools (IAHMS)

– UN World Tourism Organization

6.
Entry requirements

A. Undergraduate programs

A.1 Entry requirements
– Bachelor of Business Administration in Global Hospitality Management

– Diploma in International Hotel Management

1. Min 17.5 years old or above at the entry date.

2. Holding an accredited Secondary Education Diploma (Senior High School level - please refer to the list of qualifications)

3. Proficient in English for Higher Education studies[1]

NB:
– Please refer to section B and E for Secondary Educational Qualifications and English Language requirements respectively.

– A student who does not meet one of the above entry criteria may be exceptionally accepted to enter one of the undergraduate programs under specific conditions, according to confirmation of the Admissions Office.

– For students who are unable or unwilling to complete the program originally enrolled, an exit award may be issued as conclusion of their study providing that specific conditions are met. Please refer to the "Exit Award" section for ample details.

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

1. A copy of academic credentials (Senior High School Diploma or leaving certificate, final official transcript for the full Senior High School cycle or equivalent level). The school accepts documents in English, or one of the Swiss national languages, i.e. French, German and Italian. If not, an official notarized translation in English will be required.

2. A completed application form with all pertinent attachments and an application fee of 275.- CHF

3. Resume (CV): including up-to-date personal profile, academic qualifications, languages spoken, work experience, extra-curricular activities, travel and leadership qualities.

4. English language exam scores (issued in the last 12 months): required for non-native speakers, or those who have not spent the last two years in full time English education prior to intake.

5. Study/Post-Study Plan: A 300-word essay, signed and dated, highlighting experiences, leadership, areas of development, and future aspirations for a career in the hospitality industry, and why the candidate wants to study with Les Roches.

6. Post-Study Statement (for Non-EU citizens): A signed and dated document confirming that the candidate guarantees to leave Switzerland at the end of the study.

7. Letter of Commitment from financial sponsor: A signed, dated letter from the person who will finance the studies guaranteeing his or her responsibility to cover the tuition fees and all other expenses , and compliance with the school financial policy.

8. Parental Consent and Declaration – for any candidate who would not be 18 years old at the start of the program.

A.3 Entry requirements for candidates transferring from other Institutes directly onto either semester 3, 4, 6 or 7 of the Les Roches BBA program
Les Roches may recognize certain credits earned at other accredited institutions and transfer is welcome. Applications are considered on a case-by-case basis for determining credit equivalence. Admissions, in conjunction with the Program Director, will review and assess credit transfer and entry point.

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

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

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

– Abitur

– Attectat (Certificate of Secondary - Complete - General Education)

– Baccalauréat

– Bachillerato

– Belgian Certificat D'Enseignement Secondaire Supérieur/Diploma van secundair ondereijs

– Dutch VWO (Wet op het Wetenschappelijk Onderwijs)/HAVO (Hoger Algemeen Voortgzset Onderwijs

– Greek Apolytirion

– High School Diploma (Excluding Vocational High School)

– IB Diploma (min 24 points)

– Maturité/Maturità

– New Zealand National Certificate of Educational Achievement (NCEA) Level 3

– UK – Minimum 2 full A-Levels (GCE's) studied and passed after a successful completion of minimum six IGCSE levels (O'level) or equivalent

– US High School Diploma (if GED, min 180 points in all four areas)

– Swedish Högskoleförberedande Examen

C. Graduate programs

C .1 Entry requirements
C.1.1 Postgraduate Diploma

1. Minimum 21 years old and above

2. Holding an accredited Bachelor Degree, ideally with 2 years of professional experience.

3. Proficient in English for Higher Education studies.[1]

C.1.2 MBA in Global Hospitality Management

1. Minimum 23 years old and above

2. Holding an accredited Bachelor Degree with a minimum of 2 years of professional experience.

3. Proficient in English for Higher Education studies.[1]

C.1.3 Master's in Hospitality Strategy and Digital Transformation

1. Minimum 21 years old and above

2. Holding an accredited Bachelor Degree, ideally with 2 years of professional experience.

3. Proficient in English for Higher Education studies.[1]

C.1.4 Professional Development Diploma (PDD)[2]

1. Minimum 21 years old and above

2. Senior High School Diploma and transcript, or equivalent, plus any evidences from tertiary or continuous education such as Associate Degree, Higher Diploma, Professional Advancement certificate etc. if there is any; minimum 3 years of work experience in business or hospitality fields, preferrably with position at managerial or executive level (work certificates required).

3. Proficient in English for Higher Education studies.[1]

NB:

– The major of the Bachelor Degree (understandably not applicable to candidates for the Professional Development Diploma program) is preferably Hospitality, Tourism and/or Business Management in nature.

– A candidate without hospitality professional experience will be required to attend and complete the Hospitality Immersion Program before officially starting the program.

– Upon successful completion of the Post Graduate Diploma in International Hospitality Management program, a student can proceed into the second semester of the Master of Business Administration in Global Hospitality program on condition that he/she meets the MBA entry requirements. (i.e. age, work experience, etc.).

– Please refer to section E for English Language requirements respectively.

C.2 Required documentation for a duly completed application

1. A copy of academic credentials (Degree, final official transcript for the full degree program). The school accepts documents in English, or one of the Swiss national languages, i.e. French, German and Italian. If not, an official notarized translation in English will be required.

2. A completed application form with all pertinent attachments and an application fee of 275.- CHF

3. Resume (CV): including up-to-date personal profile, academic qualifications, languages spoken, work experience, extra-curricular activities, travel and leadership qualities.

4. English language exam scores (issued in the last 12 months)[1].

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1. Unless native English speaker or students who have studied at least 2 years in full time English Education in University level prior to the intake.

2. Not reconized by Canton of Valais

5. Study/Post-Study Plan: A 300-word essay, signed and dated, highlighting experiences, leadership, areas of development, and future aspirations for a career in the hospitality industry, and why the candidate wants to study with Les Roches.

6. Post-Study Statement (for Non-EU citizens): A signed and dated document confirming that the candidate guarantees to leave Switzerland at the end of the study.

7. Letter of Commitment from financial sponsor: A signed, dated letter from the person who will finance the studies guaranteeing his or her responsibility to cover the tuition fees and all other expenses , and compliance with the school financial policy.

D. Intensive Hospitality English Language Program (IHELP)

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

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

E. English Language Equivalency Table

Please find here below the minimum required English language entry level for each program.

Programs	TOEFL First grade being the paper based/second the internet based. The Les Roches TOEFL testing code number is 9827. Please mention this code number when you register for a test.	IELTS IELTS - has 4 subcomponents (Writing, Reading, Speaking, Listening). Each subcomponent can be 0.5 less than the required average but not lower.	Cambridge FCE/CAE First Certificate Exam (FCE)- Cambridge Advanced Exam (CAE). Please also provide statement of results.
IHELP6	Available for all programs provided that the candidate's English level is equivalent to 0.5 IELTS score below the level required by the program.		
BBA/Diploma	525/70	Average 5.5	FCE: grade C (minimum 160 points) CAE: minimum 160 points
Master/MBA/ PG Diploma/ PD Diploma	525/70	Average 5.5	FCE: grade C (minimum 160 points) CAE: minimum 160 points

F. Health, Wellbeing and Learning Support

Les Roches takes the health, safety, and wellbeing of all students seriously and we recognise this as being fundamental to realising their personal, professional, and academic potential.

The following area of services are available on campus:

– Physical and Medical support
– Counselling support
– Academic learning support

F.1 Physical and Medial support
The physical nature of practical arts courses requires the students to be able to perform a wide range of duties similar to those performed in the industry. Applicants with known physical conditions that may prevent them from achieving the course participation are required to disclose the concerns to the school supporting staff, who will provide advice on the acceptance eligibility.

Once on campus, the Health and Wellbeing staff provides paramedical services such as triage of reported concerns, general health check-ups, none-prescribed and immediate-relief purpose medication dispensation, general advice on health and wellbeing inquires, and facilitation of communication with qualified professionals when necessary.

F.2 Counselling support
Within available resources and professional competences, the school aims to provide our students with a supportive environment if and when an unexpected mental distress is experienced, or when it interferes with their ability to manage the learning.

Applicants with known history of needs should disclose the concerns to the school supporting staff, who will provide advice on the acceptance eligibility. Any counselling services or documentation detailing the diagnosis will be handled confidentially. We work with students to develop self-administered techniques of coping with their condition, but they can return to counselling if needed.

F.3 Academic Learning support
Applicants are encouraged to disclose their diagnosed learning differences such as dyslexia, dyspraxia, ADD, ADHD, etc. to the school supporting staff, who will provide advice on the acceptance eligibility. Documentation detailing the diagnosis will be handled

confidentially.

The following type of supports are available on campus, but the level varies depending on the individual's condition and the supporting staff's resources at disposal:

– Regular meeting for developing planning, time management and stress-coping techniques.
– Alternative exam venue
– Extra time in written examinations
– Use of exceptionally approved devices such as tablet, reader, scribe/Amanuensis etc.

Not all assessments can be provided with alternative arrangements, which must be discussed with and approved by the school's supporting staff individually. It is to be understood that the level of support may not be equal or stronger than what the students may have experienced in their earlier schooling system.

Support does not guarantee success. The ultimate goal is to raise awareness, develop personalized and adult learning techniques and enhance each individual's strength in pursuit of their passion for the hospitality education.

More details of our services are available in "Health and Wellbeing Policy" that can be obtained from our school supporting staff, or accessible by enrolled students directly from our school learning platform.

G. Progression process

Progression planning, sequence, and status are guarded by specific timeline, criteria and procedure. Please refer to the "Progression/Award Policy" in the Academic Regulation for Undergraduate/Graduate programs sections respectively.

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

7.
Calendars

Please refer to the website for the most up to date version:

https://lesroches.edu/apply/calendar-and-academic-catalogue/

8.
Academic programs

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

The Les Roches Jin Jiang Diploma in International Hotel Management is a 2.5-year program combining theoretical and practical courses at school with two professional internships in the hospitality industry. The Diploma may be earned after completing a total of five semesters. Our firm conviction is that theoretical and practical knowledge as well as industry experience have to grow in harmony. The program consists of two internships of six months of practical training and can be completed in China or overseas. Les Roches Jin Jiang Career Services department on campus assists students individually by helping them to secure adequate internship positions and by checking on their progress. The final evaluations of the internships are an integral part of the practical learning. The program comprises 86 academic credits.

A.1 Program objectives

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

Alternatively students can progress towards a Bachelor Degree by transferring to any of the sister schools or affiliate institutions within our international network.

Learning outcomes

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

1. Perform effectively in a variety of hospitality operational settings.

2. Understand the economic significance and influence of the global hospitality industry.

3. Use the knowledge they have gained to develop competences in an entry management setting.

4. Apply common skills enhancing effectiveness in a personal and professional context.

5. Contribute to both society and the work place.

A.2 Program content
Semester 1 Hotel Management 1

Course No.	Course Name	Credits
	Innovation, Entrepreneurship and Communication	
ENT 1332	Introduction to Entrepreneurial Design	1
FBP 1301	The World of Oenology	1
FIN 1371	Numerical Skills for the Hospitality Professional	1
GEN 1331	Professional Communication Skills	2
And 1 Elective course as required:		
GEN 1134	Essential English or	3
GEN 1146	French 1 or	3
GEN 1152	Mandarin 1 or	3
GEN 1153	Spanish 1	3
	From the Farm to the Table	
FBP 1302	Fine Dining Service	2
FBP 1303	Fine Dining Kitchen	2
	Guest Relations and Hotel Operations	
RDM 1326	Front Office Practical and Property Management Systems	1.5
RDM 1327	Concierge and Guest Relations	0.5
RDM 1328	Rooms Division in Hospitality	1
RDM 1329	Housekeeping Operations	1
	Skills and Techniques in Food and Beverage	
FBP 1304	Pastry, Bakery and Chocolate Atelier	1
FBP 1305	International Cuisine, Catering and Banqueting	2
FBP 1306	Mixology, Bar and Barista	1
	Restaurant Laboratory	
FBP 1307	Innovative Restaurant Concepts	2
FBP 1308	Street Food	1
FBP 1309	Cleaning Science and Stewarding in Sustainable Practice	1
	Total credits	**24**

Semester 2 Hotel Management 2

Course No.	Course Name	Credits
FIN 2172	Hospitality Financial Accounting	3
HRM 2178	Managing Diversity in the Global Workplace	3
MKT 2182	Marketing for the Hospitality Industry	3
MKT 2183	Consumer Behavior	3
GEN 2134	Academic Communication Skills	3
GEN 2199	Fundamentals of Data Analysis and Visualization	3
And 1 Elective course as required:		
GEN 2133	Professional English (as per tested level) or	3
GEN 2147	French 2 or	3
GEN 2154	Spanish 2 or	3
GEN 2157	Mandarin 2	3
	Total credits	**21**

Semester 3

	Course Name	Credits
INT 2208	Professional Development I	5
INT 2209	Reflection on Practice I	5
	Total credits	**10**

Semester 4 Hotel Management 4

Course No.	Course Name	Credits
FBM 3196	Food and Beverage Management	3
FIN 3173	Hospitality Managerial Accounting	3
HRM 3178	Leading Teams to Success	2
MKT 3121	Events Management	2
MKT 3183	Digital Marketing and Sales	2
RDM 3130	Rooms Inventory and Control Management	3
GEN 3199	Fundamentals of Economics	3
And 1 Elective course as required:		
GEN 3147	French 2 or	3
GEN 3154	Spanish 2 or	3
GEN 3158	Mandarin 3	3
	Total credits	**21**

Semester 5

	Course Name	Credits
INT 5208	Professional Development II	5
INT 5209	Reflection on Practice II	5
	Total credits	**10**
	Total credits for Diploma in Hotel Management	**86**

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

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

1. Having sent a written confirmation to the Registry regarding the decision to withdraw from the enrolled program permanently and the intention to claim the relevant exit award.

2. Having satisfied the progression requirements of the relevant semesters and obtained the credits.

3. Having cleared all admission, financial and legal obligations towards the school.

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

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

* not recognized by Canton of Valais

C. Bachelor of Business Administration 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.

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

The final 2 semesters of study develop strategic and management skills that are both relevant to the industrial setting in which students are destined to work and are a prerequisite for possible postgraduate studies at a later date. There are **123** credits or **126** credits for Honors Degree in the full 3.5 year program. Three separate specializations/awards are offered to students to allow them to develop areas of special interest.

C.1 Program objectives

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

Learning outcomes

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

1. Demonstrate autonomy, integrity and resilience in working towards realizing their personal, professional and academic potential.

2. Critically apply central theories and concepts of Hospitality Management in international business contexts.

3. Exhibit the intellectual and digital agility required for leadership in a multi-cultural industry.

4. Manage cross-cultural challenges encountered in a global corporate environment.

5. Use the full range of Les Roches undergraduate competencies confidently and effectively.

C.2   Program content

Semester 1

Course No.	Course Name	Credits
	Innovation, Entrepreneurship and Communication	
ENT 1332	Introduction to Entrepreneurial Design	1
FBP 1301	The World of Oenology	1
FIN 1371	Numerical Skills for the Hospitality Professional	1
GEN 1331	Professional Communication Skills	2
And 1 Elective course as required:		
GEN 1134	Essential English or	3
GEN 1146	French 1 or	3
GEN 1149	German 1 or	3
GEN 1153	Spanish 1	3
	(If there are sufficient demands, other levels of the foreign language options can be provided)	
	From the Farm to the Table	
FBP 1302	Fine Dining Service	2
FBP 1303	Fine Dining Kitchen	2
	Guest Relations and Hotel Operations	
RDM 1326	Front Office Practical and Property Management Systems	1.5
RDM 1327	Concierge and Guest Relations	0.5
RDM 1328	Rooms Division in Hospitality	1
RDM 1329	Housekeeping Operations	1
	Skills and Techniques in Food and Beverage	
FBP 1304	Pastry, Bakery and Chocolate Atelier	1
FBP 1305	International Cuisine, Catering, Banqueting and Receptions	2
FBP 1306	Mixology, Bar and Barista	1
	Restaurant Laboratory	
FBP 1308	Street Food	1
FBP 1309	Cleaning Science and Stewarding in Sustainable Practice	1
FBP 1310	Innovative Restaurant Concepts - Service	1
FBP 1311	Innovative Restaurant Concepts - Kitchen	1
	Total credits	**24**

Semester 2 (Internship 1)

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

Semester 3

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

Semester 4

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

Semester 5 (Internship 2)

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

Semester 6
All specializations

Course No.	Course Name	Credits
FIN 4271	Hospitality Financial Management	3
MM 4197	Models for Problem Solving and Decision Making	2
MKT 4287	Customer Relationship Management	2
RDM 4134	Revenue and Pricing Management	3
GEN 4153	Business and Academic Research Methods	3
GEN 4191	Data Analytics for Business Optimization	3
And 1 Elective course as required:		3
	Total credits	**19**

Semester 7
Hospitality Entrepreneurship specialization

Course No.	Course Name	Credits
ENT 5232	Innovation in Hospitality and Tourism	3
ENT 5233	Projects, Ethics and Legal Considerations	3
ENT5234	Hospitality Forecasting and Modeling	3
MKT 5283	Digital Marketing and Content Creation	3
	Total credits for specialization	**12**
And 2 Electives courses (1 Elective course for honors students) as required:		3/6
	Total credits	**15/18**
DIS 5209	Dissertation (compulsory for Honors Degree)	6
	Total BBA credits	**123**
	Total BBA credits with Honors Degree	**126**

Digital Marketing Strategies specialization

Course No.	Course Name	Credits
MKT 5282	Innovative Sales Strategies	3
MKT 5285	Marketing 4.0	3
MKT 5286	Global Strategic Marketing	3
MKT 5287	Digital Marketing and Media Engagement	3
	Total credits for specialization	**12**
And 2 Electives courses (1 Elective course for honors students) as required:		**3/6**
	Total credits	**15/18**
DIS 5209	Dissertation (compulsory for Honors Degree)	6
	Total BBA credits	**123**
	Total BBA credits with Honors Degree	**126**

Hotel Financial Performance Management specialization

Course No.	Course Name	Credits
FIN 5271	Performance Management	3
FIN 5272	Corporate Financial Decision Making	3
FIN 5273	Global Financing and Risk Management Strategies	3
FIN 5274	Hospitality Finance Forecasting and Modeling	3
	Total credits for specialization	**12**
And 2 Electives courses (1 Elective course for honors students) as required:		**3/6**
	Total credits	**15/18**
DIS 5209	Dissertation (compulsory for Honors Degree)	6
	Total BBA credits	**123**
	Total BBA credits with Honors Degree	**126**

D.   Hospitality Immersion Program[1]

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

Two week program

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

1. Exceptionally during the remote period the Hospitality Immersion
Program have been delivers over a 3-week period (2-week remote and
1-week face-to-face)

E. 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.

E.1 Program objectives
The aim of the Postgraduate Program is to expose students with the intention of changing career, to hospitality management issues and the range of strategic choices facing today's leaders providing them with the necessary skills to make informed decisions.

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.

E.2 Program content
Semester 1

Course No.	Course Name	Credits
P6010	Hospitality Leadership and Effectiveness	2
P6011	Hospitality Finance and Performance Management	3
P6012	Hospitality Revenue Management	2
P6013	Services Marketing in a Digital Age	2
P6014	Organizational Behavior and Change Management	2
P6020	Design and Facilities Management	2
P6021	Event Management	2
P6023	Innovation Through Design and Agile Thinking	2
P6022	Business Field Trip	2
	Total credits	19

Semester 2

Course No.	Course Name	Credits
P6030	Case Study and Reflection	8
P6031	Internship - Employer Validation	1
	Total credits	**28**

1. Exceptionally during the remote period the Hospitality Immersion Program have been delivers over a 3-week period (2-week remote and 1-week face-to-face)

F.   MBA in Global Hospitality Management

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

The two study trips also add to the global experience of the MBA program.

F.1   Program objectives

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

Learning outcomes

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

1.   Apply critical evaluative skills when considering novel concepts within the fields of hospitality marketing, finance, innovation and entrepreneurship.

2.   Demonstrate an understanding of cross-cultural issues in their approach to research, academic theories and business environment.

3.   Manage change, challenge theories and to continuously strive to achieve excellence.

4.   Use innovative thinking and apply analytical skills to further their personal career goals.

5.   Be autonomous self-managing professionals setting high standards in their work environment

F.2   Program content

Semester 1

Course No.	Course Name	Credits
M3010	Personal Development and Leadership Skills	2
M3011	Hospitality Financial Analysis	3
M3012	Hospitality Revenue and Demand Management	2
M3013	Strategic Digital Marketing and Sales in Hospitality	2
M3014	Consumer Behavior and Insights	2
M3020	Hospitality Economics and Disruptive Business Models	2
M3021	Managing Complex Organizations, Digitalization and Change Management	2
M3022	HR Talent Management and Processes	2
M3023	Business Field Trip 1	2
	Total credits	**19**

Semester 2

Course No.	Course Name	Credits
M4010	Business Strategies and Performance Monitoring	2
M4011	Corporate Finance and Shareholder Value	2
M4012	Data Analytics and Decision Making	2
M4013	Sustainability and CSR in Hospitality	2
M4020	Business Field trip 2	2
	Total credits	**10**

Students should choose one of the two specializations:

Advanced Revenue and Performance Management

Course No.	Course Name	Credits
M4031	Advanced Topics in Hotel and Food and Beverage Revenue Management	2
M4032	Hotel Valuation and Performance	2
M4033	Hotel Asset Management and Contract Negotiation	2
M4034	Consultancy Project	4
	Total specialization credits	**10**

Hospitality Entrepreneurship and Business Development

Course No.	Course Name	Credits
M4035	Design Thinking and Business Model Creation	2
M4036	Entrepreneurship and Family Business Development	2
M4037	Financial Lifecycle, Fundraising and Communication	2
M4038	Consultancy Project	4
	Total specialization credits	**10**
	Total credits for MBA Degree	**39**

G. Master's in Hospitality Strategy and Digital Transformation

The aim of the Master's in Hospitality Strategy and Digital Transformation is to prepare students for successful leadership careers in the ever-increasing number of emerging specialties within the hospitality industry, including digital marketing, online distribution, and specialized technology. With an equal balance of leadership and technical topics, and exercises and evaluations that closely mirror current industry best practices, the program will provide students with a comprehensive range of graduate competencies to capitalize on the opportunities that are being created by the digitalization of the hospitality industry.

G.1 Program Objectives

The program will entertain a close relationship with the hospitality industry, including applied projects, numerous industry guest speakers, the presence of high-profile industry veterans as visiting professors and the field study trip. It is anticipated that, upon graduation, most students will pursue career opportunities in one of three main categories:

– A hospitality professional who wants to accelerate his or her career by managing more effectively in the commercial disciplines, or a family hotel owner/operator who wants to take advantage of new technologies to run his or her business better.

– A hotelier interested in a career helping hotels be more successful with companies such as Booking.com, Tripadvisor, Expedia, Trivago, MyHotelShop, Ideas (revenue management system provider), OTA Insights (competitive intelligence and data analytics vendor), or TravelClick (top BI vendor in the industry).

– An entrepreneur seeking to find his or her niche and the sweet spot created by evolving technology to contribute to the evolution of the hospitality, travel and tourism industries.

Learning outcomes

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

1. Cultivate an environment of innovative thinking, combined with superior analytical, project management and interpersonal skills, to constantly maintain high work standards and achieve personal career goals.

2. Critically evaluate emerging and transformational technologies for strategic and profitable applications in the hospitality and related industries.

3. Design successful traditional and start-up hospitality-related business models and strategies with a solid emphasis on ethics and sustainability.

4. Develop strategies and an authentic management style to lead an organization through digital transformation, from initial idea to successful operation, while considering both the external develop strategies and an authentic management style to lead an organization through digital transformation, from initial idea to successful operation, while considering both the external and internal stakeholders.

5. Demonstrate a mastery of applied research, with a focus on how academic theories can be used to identify and maximize opportunities in the evolving business environment.

G.2 Program structure

The program, cumulating 36 US credits, will be delivered over two academic semesters (one year) and one applied research semester. The two academic semesters are divided into three modules, as described in the table below.

Module 1: Mastering Digital Technologies and Innovation in the Hospitality Sector

Course No.	Course Name	Credits
MDT 2110	New Trends and Disruptions in Hospitality	1
MDT 2111	Effective Technologies in Operations and Service	2
MDT 2112	Decoding Bootcamp: Mobile Applications, Web Sites and eCommerce Performance	1
MDT 2113	Data Base Management and Artificial Intelligence	2
MDT 2114	Performance Measurement and Business Analytics	2
MDT 2115	Finance and Value Creation	2
	Total credits	**10**

Module 2: Developing Sustainable Strategies and Business Models

Course No.	Course Name	Credits
MDT 2210	Design Thinking and Innovation	1
MDT 2211	Advanced Digital Marketing Strategies and Tactics	2
MDT 2212	Ethics and Corporate Sustainable Responsibilities in the Connected World	1
MDT 2213	New Business Models and Start-up Ecosystem in Hospitality	2
MDT 2214	Revenue, Channel and Demand Management	2
MDT 2215	Business Field Trip	2
	Total credits	**10**

Module 3: Leading your Organization into the Digital Transformation

Course No.	Course Name	Credits
MDT 2310	Applied Project Management	1
MDT 2311	Customer Experience, Service Excellence and Personalization in the Digital Age	2
MDT 2312	Sustainable Hospitality Business Strategies, Design and Development	2
MDT 2313	Leadership Awakening: Multicultural Leadership, Emotional Intelligence, Talent Management and Teambuilding	2
MDT 2314	Implementing and Leading the Digital Transformation	4
	Total credits	**11**

Module 4: Applying your Competences in Hospitality Strategies and Digital Transformation

Course No.	Course Name	Credits
MDT 2410	Internship in a Hospitality Strategy and Digital Transformation or	5
MDT 2411	Business Consulting Style Capstone Project	5
	Total credits	**5**
	Total credits for Master's Degree	**36**

H. Intensive Hospitality English Language Program (IHELP 6)

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

H.1 Program Objectives

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

H.2 Program content

Semester 1

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

Learning outcomes

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

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

I. General Education

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

I.1 Program objectives

This mission can be further expressed in these goals:

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

2. To foster individual development.

3. To develop cultural awareness and understanding.

4. To develop skill in critical thinking.

5. To foster understanding of the roles and responsibilities of citizenship in the global community.

6. To motivate and enable students to be lifelong learners, capable of adapting to the changing demands of work and society.

Program outcomes

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

1. Use the English language fluently and accurately and communicate effectively.

2. Understand and use applications of technology appropriate to a variety of academic and professional contexts.

3. Employ the skills of information literacy: conduct inquiries and research, reflect critically on the resulting information, and use it appropriately.

4. Relate theory to practice.

5. Understand the principles, processes, and structures of science and apply scientific methodologies.

6. Understand and use a foreign language in written and spoken contexts.

7. Demonstrate respect for contemporary cultures and languages other than one's own.

8. Respond critically to works in the arts and humanities.

9. Interpret contemporary issues in relation to their historical perspectives.

10. Examine social and political issues within global perspectives.

11. Be aware of and reflect on his/her personal development.

I.2 Program content

Arts and Humanities

Course No.	Course Name
GEN 1331	Professional Communication Skills
GEN 1134	Essential English
GEN 2134	Academic Communication Skills
GEN 1146	French 1
GEN 1149	German 1
GEN 1153	Spanish 1
GEN 2147	French 2
GEN 2150	German 2
GEN 2154	Spanish 2
GEN 3148	French 3
GEN 3151	German 3
GEN 3156	Spanish 3
GEN 3155	Italian 1
GEN 3152	Mandarin 1
GEN 4126	Ethics in Society
GEN 4127	Aesthetic Expressions
GEN 5223	Spaces, Symbols and Relationships

Maths, Science, Technology

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

Social Sciences

Course No.	Course Name
GEN 3199	Fundamentals of Economics
GEN 4153	Business and Academic Research Methods
GEN 4211	Culture, Society and Diversity
GEN 5220	Politics and International Affairs
GEN 5221	People, Conflict and Negotiation

Professional Development

Course No.	Course Name
INT 2208	Professional Development I
INT 2209	Reflection on Practice I
INT 5208	Professional Development II
INT 5209	Reflection on Practice II
P6030	Internship, Case Study and Research
MDT 2410	Internship in a Hospitality Strategy and Digital Transformation

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

10.
Course descriptions

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

BBA 1

Innovation, Entrepreneurship and Communication

ENT 1332 Introduction to Entrepreneurial Design
This course will offer students an insight into the approaches of an entrepreneurial mindset. The students will develop their observation, problem solving and presentation skills, exploring how visual thinkers, strategists and storytellers confront problems. Working in small teams, they will design and evaluate solutions to real-world problems from ideation to formation and persuasion of stakeholders.

FBP 1301 The World of Oenology
This course is a full immersion in the universe of wines. It will include historical factors and current tendencies, producing countries and best wine regions in the world. In addition, students will learn about the main grape varieties, and the traditions and cultures surrounding wine. Students will discover the importance of the environment, different aspects used in viticulture and the wine making process. They will learn different ways to produce white, red, rosé, sparkling, sweet, and fortified wines. Also, they will get basic knowledge about wine tasting and how to pair wine with food.

From the Farm to the Table

FBP 1302 Fine Dining Service
During this course students will discover the service in a fine dining and bistro-style restaurant, using local, ecological and seasonal products. Through this hands-on experience, students will progressively be able to accompany the whole guest experience, from the greeting to the farewell in a real-life environment, open to outside customers.

FBP 1303 Fine Dining Kitchen
This course is divided into two weeks rotation (F-D-LK & F-L-LK) and will immerse students in the unique universe of a fine dining kitchen. Each week focusing on high end products and attention to details. During this course students will have a hands-on cooking experience for bistro-style "à la carte" restaurant. Through this experience they will learn how to prepare recipes with ecological and seasonal products from local suppliers in an establishment open to the public. Every week will be composed of workshops including video and practice problems, as well as homework and a practical assessment.

Guest Relations and Hotel Operations

RDM 1326 Front Office Practical and Property Management Systems
The Front Office practical course considers the role of customer care within the hotel and particularly within the Reception environment. The importance of close communication and co-operation between the Front Office and other hotel departments is stressed. In addition, students will have the opportunity to develop practical skills required of operational staff in Front Office. These skills will be practiced in the simulated reception area.

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

RDM 1327 Concierge and Guest Relations
The roles of the concierge and guest relations are a key component of the guest experience in hospitality. In this course students will gain an understanding of these complex and demanding roles and have the opportunity to experience a real working environment, completing tasks and interacting with internal and external clients. They will learn to respond creatively in meeting specific guest requests and developing their own project.

RDM 1328 Rooms Division in Hospitality
The Rooms Division in Hospitality course aims to provide students with a general introduction to the hospitality industry and to the various departments of a hotel, in particular, the Rooms Division Front Office, covering all aspects of the Guest Cycle. Students discover the importance of guest relations within the service industry as well as the necessary knowledge required to work in the Front Office department of a hospitality operation. Through these classes, they will learn of the various procedures which take place at the Front Desk and will be able to apply this theory in their Front Office practical classes.

RDM 1329 Housekeeping Operations
This practical housekeeping course will provide the detailed analysis of the policies, security measures, and procedures utilized in managing the housekeeping department of a deluxe modern hotel. The student will explore the daily housekeeping and cleaning service of a guestroom. Change of bed linen, how to make hospital corners, and day and turndown service. The student focus on room set-up standards and customer care within the housekeeping environment. Each student will focus on the preparation for a VIP arrival and a detailed inspection of the guestroom. These skills will be developed in the housekeeping mock-up rooms.

Skills and Techniques in Food and Beverage

FBP 1304 Pastry, Bakery and Chocolate Atelier

This course is designed to give students an introduction to pastry, chocolate and bakery operations. Students will learn to follow recipes and use their senses, understanding the need to be attentive to the sights, sounds, smells and tastes of the pastry kitchen. Practical classes will develop their knowledge of ingredients, physical and chemical reactions during processing, basic techniques as well as usage of equipment and machinery.

Through demonstrations, briefings, team work and individual assessments, students will develop self-sufficiency, communication, leadership skills, creativity and team spirit.

FBP 1305 International Cuisine, Catering, Banqueting and Receptions

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

FBP 1306 Mixology, Bar and Barista

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

Restaurant Laboratory

FBP 1308 Street Food

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

FBP 1309 Cleaning Science and Stewarding in Sustainable Practice

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

FBP 1310 Innovative Restaurant Concepts - Service

During this course, students will function as part of a team while creating and delivering an innovative restaurant concept. Students will develop an understanding of the different restaurant categories and their related codes. They will match and apply those codes when defining all aspects of their concept, such as service style and sequences, menu support design, restaurant ambiance as well as team organization and outfitting. Students will also be able to learn and apply basic tools of restaurant opening procedure, as well as fundamentals of wine pairing and revenue analysis.

FBP 1311 Innovative Restaurant Concepts - Kitchen

During this course, students will function as part of a team, creating and delivering an innovative concept for restaurants. Following a brainstorming session, students will create a concept based on basket of ingredients. They will devise processes and tasks according to menu and service style while opening an outlet and using the appropriate equipment and culinary techniques.

Students will also develop an understanding of specific culinary workshops, such as HACCP standards, Kitchen organization and design. Sustainable working environments is a highlighted topic during workshop and practical classes.

BBA 3

ENT 2133   Principles of Sustainability and Innovation
Sustainability is these days of the key elements to success in the Hospitality Industry. The entire hospitality industry is developing sustainable plans to decrease their operation costs, to improve their marketing performance, to enhance customer's experience and to comply with the new and stricter environmental regulations.

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

FIN 2172   Hospitality Financial Accounting
Financial understanding is an essential element in any manager's range of required skills. This course presents basic financial accounting concepts and explains how they apply to the hospitality industry. Students are introduced to basic accounting practices, including major classification of accounts, concepts and the production of financial statements. Through exercises, students practice writing income and cash-flow statements, and balance sheets. Financial statements from hospitality operations are introduced and various forms of financial analyses are included demonstrating how they serve the manager to assist in the business decision-making process.

HRM 2178   Managing Diversity in the Global Workplace
Managing Diversity in the Global Workplace prepares the student to face the technical and operational challenges of their respective roles as junior supervisors/managers irrespective of the specialist area. Key themes explored include recruitment, interviewing techniques, training and development, issues of team working, equal opportunity, diversity management and leadership within the organization.

MKT 2182   Marketing for the Hospitality Industry
This course introduces the key theories and practices in marketing management. It examines marketing as a strategic business function. Through an analysis of the business environment, the course considers products and services that might be profitably offered to hospitality customers. The course deals with the concepts of segmentation, targeting, and positioning. Students will identify best practices in marketing, analyze the market, and assess consumer behavior, offerings, price, and promotion strategies. It introduces branding and consumer buying behavior.

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

BBA 4

FBM 3196   Food and Beverage Management
This course discuss perspective from food and beverage free standing restaurant and hotel's food and beverage department and analyses organizational, operational and financial aspects of modern food and beverage operations.

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

FIN 3173   Hospitality Managerial Accounting
Proceeds from the understanding and analysis of financial statements developed during the third semester. The student will explore the key areas of financial decision making, forecasting, and budget development and analysis. Fixed, variable and semi-variable costs are differentiated and revenue and cost responsibility are assigned. The effect that the behavior of costs has on certain management decisions is discussed, as is the use of CVP and break even analysis. Budget preparation theories are reviewed, and budgeting techniques are practiced in the context of hospitality business. Methods for judging variances between actual and budget figures are considered. Issues relating to the importance of future cash flows are analyzed.

HRM 3178   Leading Teams to Success
In this course, students will develop fundamental concepts of managing effective teams. It will include topics such as team building, teamwork tools, team dynamics and characteristics of mature teams, with a particular focus on improving working relationships and organizational effectiveness. Students will develop their social intelligence, and learn the fundamental concepts of networking, coaching and mentoring, which will be useful for a global work setting.

MKT 3183   Digital Marketing and Sales
This course aims at developing a complete understanding of digital marketing, sales, and online marketing platforms. This course is designed to give students the required skills and knowledge to understand digital marketing and sales as applied to the hospitality industry (service sectors). Students will explore consumers' digital journey in the context of hospitality and tourism sector. This course will serve as a guide to marketing and sales in a digital world.

RDM 3130   Rooms Inventory and Control Management

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

RDM 3131   Hospitality Facilities Management

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

BBA 6

FIN 4271   Hospitality Financial Management

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

MKT 4287 Customer Relationship Management

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

RDM 4134   Revenue and Pricing Management

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

BBA 7

DIS 5209 Dissertation

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

Hospitality Entrepreneurship specialization

ENT 5232   Innovation in Hospitality and Tourism

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

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

ENT 5233 Projects, Ethics and Legal Considerations
This course is specifically taught to the BBA students who have elected to follow the Entrepreneurship stream during their 4th year of study. It will provide students with the prospect of exploring the impact of the external environment on a business concept to ensure that they are prepared to launch it in the real world. Students will examine considerations regarding the legal and social structure and responsibilities of an enterprise including contract requirements and partnership. Finally, students will plan their approach to the collection, protection and use of sensitive customer data in their target locations.

ENT 5234 Hospitality Forecasting and Modelling
The objective of this course is to provide students with expertise in financial forecasting and modelling techniques. Students will learn to forecast hospitality financial key performance indicators such as revenues and expenses, cash flows and capital and cost structures on new business models.

MKT 5283 Digital Marketing and Content Creation
This course focuses on the creative and innovative use of digital marketing models, tools and content used in the hospitality industry. Exploring the customer's digital experience will enable the student to design and visualize the digital journey, to create digital content for marketing and communications and to optimize for web and mobile experiences. Working in teams, students will support digital marketing campaigns they would encounter in the industry and will produce real-world digital results.

Digital Marketing Strategies specialization

MKT 5282 Innovative Sales Strategies
The goal of the course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. The course will extend students' understanding of marketing's reach and potential impact in achieving its overarching goals. Course objectives include understanding the sales process, the relationship between sales and marketing, sales force structure, Customer Relationship Management (CRM), uses of technology to improve sales force effectiveness, and issues in recruiting. Students will be able to immediately apply the skills they learn in daily sales work environments.

MKT 5285 Marketing 4.0
This course is designed to develop a critical understanding of the formulation and implementation of integrated marketing communication plans and associated activities. The course draws on case study materials

which enables students to appreciate and manage marketing communications within a variety of different contexts. Students will analyze the processes, issues and terminology 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 online communication and social media optimization.

MKT 5286 Global Strategic Marketing
The aim of this course is to enable students to apply a strategic decision-making process in a complex international environment. Students will examine the importance of international strategic marketing for the hospitality industry and explore strategic decision-making models in practical situations. Working in a team environment, students will effectively appraise the design, development and contents of a strategic marketing plan. As a consequence, students will have the appropriate skills to formulate effective solutions for given business problems in a global hospitality context. Current business issues relating to ethical marketing are appraised, and sustainable marketing practices discussed.

MKT 5287   Digital Marketing and Media Engagement
This course focuses on community engagement and audience management through the pulsating discovery and analysis of digital social and knowledge networks. By blending the boundaries between in-bound/permissive and top-down/intrusive traditional marketing strategies, the students will be able to create authentic dialogues with advocate prosumers. Innovative digital marketing models that flip the traditional funnel and reverse classic advertising promotional campaigns will be assessed so they adapt to the digital world. This will require engaging with the audience through influencers, blogging, social media reach, content generation as well as the analysis, design and application of novel marketing communications tools and technologies optimised for the digital natives and mobile experiences. Working in teams, students will support digital marketing campaigns they would encounter in the industry and will produce real-world digital results.

Hotel Financial Performance Management specialization

FIN 5271   Performance Management
Performance Management is an advanced management

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

FIN 5272   Corporate Financial Decision Making

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

FIN 5273   Global Financing and Risk Management Strategies

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

FIN 5274   Hospitality Finance Forecasting and Modelling

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

Hospitality Electives

HOS 5208 Event Operations and Project Management

As events become more sophisticated and increasingly important for many businesses, the need for effective project planning and management is paramount to the overall success.

This course trains students to become professional event managers capable of making effective and efficient project management decisions. The course provides the academic knowledge, business understanding, project management tools and techniques, and the ability to apply these to create and execute high-level events. The course also aims to explore the key components in effective human resource management, project processes, logistics, operations and management, and the role these play in delivering results.

HOS 5209 Health and Wellness Management

Health defines an individual's quality of life and impacts his or her social and economic development. An increase in the life expectancy of human beings and a decline in healthy-living has resulted in an increase in non-communicable diseases (NCDs) and the demand for health and wellness related services.

This course will prepare students to capitalize on the emerging needs and opportunities within the Health & Wellness market and convert these into new business models. The course also enables students to better serve the health-conscious clientele and amplify the linked return on investment for the businesses.

HOS 5210 Sustainable Tourism

In this era of globalisation, tourism has been a highly significant growth industry. This course seeks to provide students with a background understanding of the motivations lying behind the propensity to travel in a global context. The economic, social and environmental impacts of tourism at the destinations will be discussed together with the issues of sustainability. The course then will focus on Destination Planning and Management issues together with the effects of those impacts on the day-to-day management of tourism.

B. Hospitality Immersion Program (HIP)

HIP 01   Hospitality in Context

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

HIP 02   Food and Beverage Operations Management

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

HIP 03   Rooms Division Operation Management

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

C. Postgraduate Diploma in International Hospitality Management

Semester 1

P6010   Hospitality Leadership and Effectiveness

The course will examine the contemporary principles, techniques and research findings in hospitality leadership to assure sustainable organizational effectiveness. Specific attention will be given to the analysis of the different elements that make an effective leader such as personality traits, behaviors, and skills in a global context. The primary goal of this course is to prepare students for advanced leadership roles in modern hospitality organization. Students will be encouraged to reflect upon their own social and emotional skills and leadership potential.

P6011   Hospitality Finance and Performance Management

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

P6012   Hospitality Revenue Management

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

P6013   Services Marketing in a Digital Age

This course offers a thorough grounding in Service Marketing with a particular focus on hotels. It aims to address the various opportunities service oriented hospitality companies need to adopt in their approaches 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 in 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 practices to customers online.

P6014 Organizational Behavior and Change Management

Successful teams and effective transformations are often led by leaders whom demonstrate a fundamental understanding and insights of how individuals and groups feel, think, and behave. In this course, students will acquire prominent theories, knowledges and applications of organizational behavior, in aims to develop their competencies to optimize team performance and to initiate organizational development and change. At the end of the course, students will also learn how to systematically and strategically design, test, plan and implement change interventions in organizations, and at the same time, understand how to tackle individuals' resistance to change.

P6020 Design and Facilities Management

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

P6021 Event Management

Events management is a Project Management led course integrating the disciplines of Food & 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.

P6023 Innovation Through Design and Agile Thinking

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

P6022 Business Field Trip

The study trip aims to link selected program learning outcomes to the strategic and operational realities of hotel management. The week-long trip is created around visits to a variety of hospitality businesses with focus on interaction with senior management. Each visit offers a balance between a presentation, opportunities for interaction and is typically followed by a property tour. Proactive involvement from students is expected in order to deepen understanding of the industry's intricacies, challenges and opportunities.

D.   MBA in Global Hospitality Management

Semester 1

M3010   Personal Development and Leadership Skills

This course focuses on three main areas in order to coach long lasting and global leaders. Knowing yourself: Students will be encouraged to reflect upon their own personality and skills in order to assess and develop their leadership potential. Knowing the context: It will enable students to understand the implications and challenges faced by leaders operating in a global context. Knowing your team: it will focus on techniques for leaders to build greater motivation, engagement and commitment within their teams. Emphasis is placed on the importance of implementation and application to the workplace.

M3011   Hospitality Financial Analysis

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

M3012   Hospitality Revenue and Demand Management

Recognized of strategic necessity, demand and revenue management require simultaneous management of two major issues: demand (pricing) and capacity (service duration) management. The course aims to enhance student's knowledge and understanding of the concepts, principle and the implementation of demand and revenue management in hospitality and other service industry sectors such as casino, spa, cruise, golf courses, etc. Thus, in this course you will learn to blend data sources to identify and exploit opportunities in terms of the management of demand and capacity.

M3013   Strategic Digital Marketing and Sales in Hospitality

This course focuses on digital marketing tactics and strategies that have become the manner in which most successful hotels attract the majority of their customers. Working in teams with actual subject hotels, students will assess digital marketing campaigns they would encounter in the industry then conceive, propose and present improvement plans, applying real-world digital marketing concepts such as influencers, blogging, social media, content generation, mobile applications, SEO/

SEM, as well as the analysis of cost, performance, and return on investment.

M3014   Consumer Behavior and Insights

Consumer Behavior investigates the way people interact with products, services, and their marketing environment. Understanding consumers enables marketers to more effectively meet the needs of buyers in the market and be more successful in the market. In this course, we will study the basic factors influencing buyer behavior, the concepts used to explain this behavior, and the implications of these concepts for marketing purposes. Topics include effects of motivation, learning, perceptions, attitude, personality, lifestyle, reference groups, social class, demographics, and cultural factors on buyer behavior, with emphasis upon mass communication effects. The course will illustrate many case studies, all of which aim to enrich the student's knowledge of the importance of consumer behavior and insights.

M3020   Hospitality Economics and Disruptive Business Models

A knowledge of economic techniques is essential to the understanding of the business environment in which an organization currently operates, and in which they may wish to operate in the future. Microeconomics provides senior managers with the tools to evaluate their competitive environment, while macroeconomics and international economics provide insights into the potential pitfalls and opportunities in the wider environment in which a company operates, or in which they may wish to operate. Throughout the course the emphasis is on the real life application of economic concepts.

M3021   Managing Complex Organizations, Digitalization and Change Management

The course looks at the complex nature of resilient and high reliable organizations aiming for sustained momentum and avoid obsolescence by embracing Digital Transformation intersection points. It explores different cross-functional and cross-border changes brought about by technology, customer, ecosystem or innovation induced pressures pushing organizations to self-transform and embrace change. Through different methodological models and techniques, the course aims to explore different change management models as well as different case studies and their relevance to the hospitality industry for urgent transformation in highly competitive markets.

M3022   HR Talent Management and Processes

Talent Management is not only critical but a necessity in

today's globalized and fast-changing labor market. Past research demonstrated that firms that practiced talent management substantially outperformed firms that do not. The new generations have different needs and requirements in terms of job challenges, opportunities, and motivation. This course will highlight the importance of instilling a talent management mindset within organizations, and showcase best practices and strategies in talent attraction, development, reward, retention, and succession.

M3023   Business Field Trip 1
The study trip aims to link selected program learning outcomes to the strategic and operational realities of hospitality management. The week-long trip is crated around visits to a variety of hospitality businesses with focus on interaction with senior management. Each visit offers a balance between a presentation, opportunities for interaction and is typically followed by a property tour. Proactive involvement from students is expected in order to deepen understanding of the industry's intricacies, challenges and opportunities. Emphasis on soft skills, hospitality etiquette and the aspects of service will be given a priority.

Semester 2

M4010   Business Strategies and Performance Monitoring
Driven by the globalization of trade, financial flows, transportation and the digitalization of exchanges, the international hospitality industry has evolved into complex systems linking activities such as distribution, branding, management, real estate ownership and financing. In such an environment, hospitality companies have espoused singular strategies that have shaped their boundaries and changed the sets of relationships governing the industry. This course provides an overview of the current strategic orientations of hospitality firms, and of the consequences of major trends on the past and future of the industry. Classic strategic theories and frameworks will be introduced and reviewed, and their application to the industry discussed. The idiosyncratic characteristics of the industry will be highlighted in this context.

M4011   Corporate Finance and Shareholder Value
Corporate finance is the study of managerial decision-making concerning investment, long term financing, and interpretation, communication of information to assist managers in fulfilling their organizational objective and enhancing shareholder value. The course aims to develop in the student the ability to make long term planning and financial decisions, effective controlling and achieve as well the selection of relevant

information for decision making.

M4012   Data Analytics and Decision Making
The course looks at the Business Transformation process that is relevant to the Hospitality Industry. It explores different cross-functional and cross-border changes that in turn relate to the corporate strategy of the organizations. Through different methodological models and techniques, the course aims to explore different change management models as well as different case studies and their relevance to the hospitality industry.

M4013   Sustainability and CSR in Hospitality
The course looks at the concept of Sustainability and Corporate Social Responsibility. Sustainability has a number of different dimensions ranging from to its impacts, to its development as well as to its performance. The course aims to review the case of sustainable development and to discuss its importance in the Hospitality Industry through various case studies, CSR techniques. The concepts of Trible Bottom Line, Circular Economy and Reporting will be explored through both their theoretical and practical application, all relevant to the sector. Overall, it will aim to question the status sustainable quo and offer applied solutions for the management of sustainability.

M4020   Business Field Trip 2
The study trip aims to link selected program learning outcomes to the strategic and operational realities of hospitality management. The week-long trip is crated around visits to a variety of hospitality businesses with focus on interaction with senior management. Each visit offers a balance between a presentation, opportunities for interaction and is typically followed by a property tour. Proactive involvement from students is expected in order to deepen understanding of the industry's intricacies, challenges and opportunities. The trip will have a corporate focus, exploring the fundamentals of business structures through mentorships and strategic thinking.

Advanced Revenue and Performance Management

M4031   Advanced Topics in Hotel and Food and Beverage Revenue Management
Building on the knowledge gained in demand and revenue management (MBA I), this course will focus on revenue generation, new revenue streams with a focus on F&B revenue management. The aim is to develop students' critical and analytical skills with the goal of making the students ready to contribute to stakeholders value creation. The course pays special attention to

the role and impact of advances in social media and customer relationship management. During the course and related assessment, the students will also practice observing service operations, toward the identification of potential revenue generation opportunities.

M4032   Hotel Valuation and Performance
The course focuses on the principles and techniques used in the hospitality sector to measure current and predicted property performance with the impact on asset value for the purposes of sale and acquisition. The range of valuation techniques will be reviewed and compared with application to a variety of case study examples. Strategies for multi-business valuation and valuation for corporate restructuring, mergers, and acquisitions will be discussed in the context of the hospitality sector. Emphasis will be placed on the contemporary drivers of value including reputation, brand value and data management. The role of professional associations (RICS) for setting standards and monitoring responsibilities will also be examined.

M4033   Hotel Asset Management and Contract Negotiation
Students will be exposed to rational hotel asset management strategies and concepts deriving from relevant key performance indicators benchmarking. Furthermore, an analysis and evaluate of contemporary hotel management contract terms will equipped participants with the necessary knowledge in order to reflect and align the interests of both asset owners and third-party asset operators.

M4034   Consultancy Project
This course allows students an opportunity to further develop the knowledge, skills and insights gained during the MBA studies, and apply these within a real-life setting. Students will work on an applied research performance related project to investigate an area of interest in depth with a strategic focus and solve a particular organisational problem. The nature of the project will vary every semester and the subject matter will be related to the MBA program.

Hospitality Entrepreneurship and Business Development

M4035   Design Thinking and Business Model Creation
Good business decisions are user centred, they require user participation and involve the participants the co-design and co-creation of robust business models. This course will provide the tools to assess product or service value proposition to capture and retain a consumer base, integrate creative value chain methodologies and become self-sustainable revenue regenerators. Using Customer Journey Maps, students will then assess configuration, offering and experience innovations in disruptive or evolutionary markets and will submit a business plan to launch their business or innovation in the market.

M4036   Entrepreneurship and Family Business Development
The objective of the course is to provide students with an expertise in applying entrepreneurial skills required to develop innovative business concepts. These business concepts could be applied to existing family businesses and/or new ventures. Students will learn about viability, validation and development of innovative business models. Entrepreneurial business-planning techniques will be employed to initiate innovation in family business models and to assess and develop new business ventures. Creating relevant business plans and planning family business governance are crucial for continuation of family businesses. Lean business planning methodology will be used to identify, assess and develop innovative start-up concepts.

M4037   Financial Lifecycle, Fundraising and Communication
This courses looks at the fundamentals of financial lifecycle and fundraising mechanisms. With traditional approaches to raising capital to the specific platforms such as crowd funding. The course will explore the different stakeholders involved in the fundraising cycles and the diverse communication techniques used to complete the entrepreneurship projects. Overall it will explore the concepts of business financial planning and evaluations.

M4038   Consultancy Project
This course allows students an opportunity to further develop the knowledge, skills and insights gained during the MBA studies, and apply these within a real-life setting. Students will work on an applied research entrepreneurship project to investigate an area of interest in depth with a strategic focus and solve a particular organisational problem. The nature of the project will vary every semester and the subject matter will be related to the MBA program.

E. Master's in Hospitality Strategy and Digital Transformation

Module 1 - Mastering Digital Technologies and Innovation in the Hospitality Sector

MDT 2110   New Trends and Disruptions in Hospitality
This course will examine the hospitality industry, focusing on the areas currently experiencing disruption due to advances in technology. Serving as an orientation to the two semesters' work to follow, including a field trip and several co-curricular activities, this course will allow students to explore new technologies, such as blockchain, revenue management and business intelligence systems, facial recognition and artificial intelligence and their potential for application in the hospitality industry.

MDT 2111   Effective Technologies in Operations and Service
This course will explore the specific technologies that are improving efficiency and the customer experience in a traditional hospitality environment.
Students will assess the impact of technology on customers, employees and the financial health of the business and begin developing a personalized vision for how technology can be seamlessly integrated into traditional hospitality to improve efficiency and the on-property customer experience.

MDT 2112   Decoding Bootcamp: Mobile Applications, Web Sites, and eCommerce Performance
In this course, students will explore the various types of customer facing online digital technology, including how they are created and deployed to create customer engagement. Students will create examples including web sites and mobile applications and learn how to collect and analyze performance data to generate maximum results. Upon completion, the student will be able to evaluate a hotel's specific online tool kit, oversee its ongoing effectiveness and make recommendations on how to improve it. Despite significant contact hours, the course carries only one credit due to its applied nature, however the concepts presented are integral to more theoretical work to follow.

MDT 2113   Data Base Management and Artificial Intelligence
This course will delve into the hot topics of big data and artificial intelligence. Students will interpret complex data scenarios using advanced tools including artificial intelligence and effectively support strategic decisions via data visualization tools. The course will also provide insight into the future of big data and artificial intelligence including how it will likely influence business in the years to come.

MDT 2114   Performance Measurement and Business Analytics
In this course, students will diagnose performance for a portfolio of real hotels utilizing the database management skills acquired in the previous course and numerous hospitality industry data sources. Detailed revenue enhancement plans will be developed to maximize market segment and distribution channel performance, with a focus on overall profitability of the business. The course also qualifies the student to take the examination for two widely known industry certifications from STR, CHIA (Certification in Hospitality Analytics) and CAHTA (Certification in Advanced Hospitality Analytics).

MDT 2115   Finance and Value Creation
This module-long course will integrate the concepts addressed in the various blocks of Module 1, with a specific focus on financial performance and the constant validation of all business activities based on return on investment. The course will also serve as one of the primary ongoing contact points with students, ensuring consistency and continuity throughout the entire first module.

Module 2 - Developing Sustainable Strategies and Business Models

MDT 2210   Design Thinking and Innovation
In this course, students will explore the emerging scientific approach to innovation known as design thinking. With the goal of applying an organized process to efficiently involve an abstract idea to an effective and implementable solution to well-defined need or opportunity, students will master the core activities of design thinking: inspiration, ideation, and implementation, and apply them to discover and develop potential ideas hospitality industry.

MDT 2211   Advanced Digital Marketing Strategies and Tactics
In this fast-paced course students will delve into the current strategies and tactics used to create successful digital customer engagement in the hospitality industry. By focusing on the customer digital journey, and its five phases: dreaming, lancing, booking, experiencing, and sharing, students will evaluate existing strategies of some of the largest players in the hotel industry, identify opportunities for improvement, and design effective omni-channel marketing campaigns that maximize

today's digital marketing capabilities.

MDT 2212   Ethics and Corporate Sustainable Responsibilities in the Connected World
This course allows the students to apply the broad understanding of technology they are developing to consider not the capabilities but the moral constraints impacting technology. Not what CAN be done but what SHOULD be done? The will evaluate the implications of society's increasing focus on corporate social responsibility and it's influence on corporate strategy and performance.

MDT 2213   New Business Models and Start-up Ecosystem in Hospitality
Building on the insights gained during and since the "New Trends and Disruptions in Hospitality" first block, this course focuses on the areas of greatest disruption and entrepreneurial activity in the hospitality industry. Through various methods of discovery including direct contact with several "early cycle" hospitality startups, students will gain insight into how to identify and maximize an opportunity to better serve a need in the hospitality industry then design a potential opportunity start-up of their own, then develop a launch plan for their solution.

MDT 2214   Revenue, Channel and Demand Management
In this module-long course students will combine the concepts from prior courses Hospitality Finance and Value Creation, Performance Measurement and Business Analytics, Hospitality Business Strategy Design and Development, Advanced Digital Marketing Strategies and Tactics to design and implement an effective pricing and channel management strategy. Students will test their pricing, positioning, and distribution strategies in a simulated marketplace of otherwise identical hotels being managed by their peers, then evaluate and explain the effectiveness of the strategy to a simulated group of hotel owners. The module-long course will also serve as one of the primary ongoing contact points with students, ensuring consistency and continuity throughout the entire second module.

MDT 2215   Business Field Trip
The study trip aims to link selected program learning outcomes to the strategic and operational realities of managing innovation in the hospitality and related industries. The week-long trip is created around visits to a variety of innovation incubators (split between innovation in a global corporate environment and early

phase start-ups) with focus on interaction with founders and senior management. Each visit offers a balance between a presentation, opportunities for interaction and is typically followed by a property tour (where appropriate). Proactive involvement from students is expected in order to deepen understanding of each environment's specific intricacies, challenges and opportunities.

Module 3 - Leading your Organization into the Digital Transformation

MDT 2310 Applied Project Management
In this course students will explore various methodologies for effectively bringing a concept to reality, within a given set of practical constraints including time and budget, as well as legal, moral, and ethical implications. The vital skills developed will also prepare students for key personal situations like contract negotiation and effectively contributing to projects that are not one's direct responsibility. Successful completion of this course will result in the student receiving a professional certification in Project Management.

MDT 2311   Customer Experience, Service Excellence and Personalization in the Digital Age
In this course, students will dive deeper into the current and future technologies being applied to enhance the customer experience at all service levels in the industry. They will then apply the skills to developing a technology enhanced, onproperty customer experience plan for a simulated hotel that will be developed further for the remainder of the module.

MDT 2312 Sustainable Hospitality Business Strategies, Design and Development
In this course, current hospitality traditional and start-up business strategies will be reviewed, allowing students to assume a more holistic perspective of the hospitality industry. They will continue synthesizing the various concepts already covered by designing and developing the initial stages of their own sustainable hotel business proposal, incorporating the Customer Experience Plan developed in the prior block, with the goal of presenting to a simulated investment council to secure an initial start-up investment. Upon achievement of financing, the resulting hotel development project will become the basis for the remainder of the module.

MDT 2313   Leadership Awakening: Multicultural Leadership, Emotional Intelligence, Talent Management and Teambuilding

In this course students will explore for the various human related concepts that are key to successfully leaving people during the digital transformation, while reflecting upon and refining their own leadership style. It will explore the details of some of today's successful organizations and experience some of the specific tools used today to ensure effective collaboration. The impact on business design of cultural diversity, regulatory constraints, and evolving workforce will also be contemplated, via coursework including the creation of several of the key manpowerrelated components of the ongoing hotel development plan.

MDT 2314   Implementing and Leading the Digital Transformation

This final course of the on-campus portion of the program allows the student to apply all the knowledge they gained leading up to it. Using the hotel development plan they have already been working on for the previous two courses, student groups will design several of the most important hospitality business strategy components including product offering and positioning, financing, marketing, pricing, and distribution strategy. They will have the opportunity to implement their strategy and analyze their performance via detailed business simulation software, then adjust the strategy through several cycles of simulation. They will also participate in several industry processes via role-play with the effectiveness of being evaluated and the results being incorporated into the overall results of the simulation. The course is designed with a significant increase in work outside of class for the final five weeks of the program, allowing for the various group assignments. It will also serve as one of the primary ongoing contact points with students, ensuring consistency and continuity throughout the entire third module.

Module 4 - Applying your Competences in Hospitality Strategies and Digital Transformation

MDT 2411   Business Consulting Style Capstone Project

Students electing the capstone project option will work in groups of three or four with an outside business partner and a faculty supervisor to identify and define an opportunity or challenge the hospitality industry that can be effectively addressed in the 20 weeks. These projects could include developing a digital marketing campaign for hospitality business, or market research for a hospitality service provider. In addition to the project itself, each group will produce a research style report summarizing their activities.

F. Intensive Hospitality English Language Program

ENG E631 English Skills

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

ENG E632 Listening and Speaking

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

ENG E633 Reading and Writing

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

ENG E634 English for Hospitality

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

ENG E635 Hospitality Projects

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

ENG E636 Skills for Success

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

ENG E637 Culture and Tourism

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

G. General Education

Arts and Humanities

GEN 1134 Essential English
This course aims to equip students with the English language skills necessary for further study through hospitality topics and related vocabulary. Reading strategies for more effective academic study are developed as well as students' English skills in grammatical and vocabulary areas. The course develops accuracy in writing skills as well as builds confidence in presentation skills needed in academic and professional situations.

GEN 1146/1149/1153/3155/3152   French 1/German 1/ Spanish 1/Italian 1/Mandarin 1
This course introduces basic language emphasizing oral proficiency and communication skills. Students will participate in basic conversations on familiar subjects, interacting in a simple way, provided the other person talks slowly and clearly. They will be able to understand short texts and instructions.

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

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

GEN 1331 Professional Communication Skills
The aim of this course is to equip students with the necessary communication skills needed in professional contexts and for the attainment and completion of their first practical internship, including the online internship course: INT 2209 Reflection on Practice. The topics include, but are not limited to, job applications, interview preparation, first impressions, teamwork, collaboration and self-reflection. Written and oral communication skills used within the tourism and hospitality industry are the main focus points, with emphasis on language, vocabulary and register.

GEN 2134 Academic Communication Skills
The aim of this course is to equip students with the basic written and oral communication strategies needed in academic contexts to convey their message effectively. The journey begins by focusing on individual paragraphs and then builds to full essays. Essential research and critical reading techniques are introduced and developed along with the means for presenting information credibly in appropriate written formats. Skills for preparing and delivering presentations are also practiced and refined, including the construction of compelling slide presentations.

GEN 2147/2150/2154   French 2/German 2/Spanish 2
This course reinforces and extends language learned in language 1, reviewing grammar learned and introducing new structures. Class work emphasizes development of confidence in speaking. A wide variety of vocabulary will be introduced to enable students to interact in everyday situations such as: describing a city, going shopping, responding to problems and giving advice, talking about past experiences and future plans etc.

To reinforce and apply the language learned in class, students are provided with a variety of online tools and applications and assigned supervised exercises to improve their listening skills, pronunciation, inflection, grammar and vocabulary.

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

GEN 3148/3151/3156   French 3/German 3/Spanish 3
This course reviews and extends grammatical structures from language 2 and gives students the possibility to talk about their past habits and their previous experiences. It also gives them the opportunity to develop skills to make a simple and direct exchange of information on familiar and routine matters without having to use a mother tongue or any other foreign language. Grammar and vocabulary accuracy are improved in written and oral contexts. To reinforce and apply the language learned in class, students are provided with a variety of online tools and applications and assigned supervised exercises to improve their listening skills, pronunciation, inflection, grammar and vocabulary.

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

GEN 4126 Ethics in Society
This course aims to explore the origins of ethical and moral thinking, and current ethical issues in society. It will provide the students with a framework for analyzing and understanding the different viewpoints in ethical issues and a variety of approaches to a solution for dilemmas. It aims to provide a forum for exchange and reflection which is constructive and promotes respectful discussion in areas that can have deeply attached values.

GEN 4127 Aesthetic Expressions
This course explores the arts and humanities from a

broad inter-disciplinary perspective, examining the influences of society, politics and economics as well as science and technology on various forms of aesthetic expression. Art pieces and movements are studied in context and students are encouraged to question their understanding of the world using aesthetic expression as a reflection of it. A strong emphasis is placed on developing an ability to evaluate various types of artistic creativity as expressions of and departures from the cultural mainstream, equipping students with the skills necessary to draw connections between scientific thinking, social development and aesthetic expression.

GEN 5223 Spaces, Symbols and Relationships
Through the 'Spaces' course, our eyes are opened to the things we take for granted in our environment. By investigating a variety of sociological theories, we explore unwritten rules and behaviors we might never have previously considered. We study how and why the spaces around us influence our behavior. We learn why some objects frustrate us through their poor design – and why others delight us when designed well. We unpick the rules of how we use public spaces and how we interact with each other – even when we think we are not. We look at where these rules come from and how these unwritten rules apply in different cultures.

Math, Science and Technology

FIN 1371 Numerical Skills for the Hospitality Professional
This course is designed to develop and solidify basic arithmetic and algebra skills that will be required for completing other business-related courses. The course content includes operations on whole numbers, integers, fractions, decimals, ratios and proportions, and percentages, as well as simple algebraic concepts with geometric extensions. It also explores problems using these basic numeracy skills in the context and applications to hospitality business. Essential functions and numerical relationships are reviewed and applied through exercise work and video tutorials.

GEN 2199 Fundamentals of Data Analysis and Visualization
In order for students to be successful in a business environment, mathematical competencies are required. This course is designed to improve mathematical skills and introduce quantitative reasoning processes related to the hospitality industry and the wider business world. Essential functions and numerical relationships are reviewed and applied through extensive exercise work. This course prepares students to achieve a professional level of competence in using computer spreadsheets.

GEN 4191 Data Analytics for Business Optimization
The course intends to equip students with the skills required to interpret and understand quantitative data. The course take a broad view on how statistical data analytics have developed as a means for hotel managers to make decisions. Statistical terminology and techniques, descriptive and inferential statistics and probability theory are covered. Descriptive and predictive analytics, including linear regression and different forecasting techniques are applied to the hospitality industry. The course objectives are to understand how quantitative data analytics impact managerial judgments, as well as to enhance the capacity to deal with data using statistical techniques.

GEN 5222 The Science and Culture of Gastronomy
"The art and science of good eating". Starting with an exploration of gastronomy, its major influences, how it is perceived in different societies in terms of historical and geographical perspectives, the course proceeds to discuss the association of food and wine, the construction of menus and table etiquette. Sensory evaluation techniques will be explored in a practical way using the five senses and recording, analyzing and presenting results.

MM 4197 Models for Problem Solving and Decision Making
This course covers building explicit models for analysis and managerial decision-making. Students will solve problems in controlling the number of workers for a given situation;usually a minimum, evaluate production planning in terms of raw materials, revenue, profit or time, choose the best teams or individuals to complete tasks, evaluate transport problems (how many taxis for example), consider capital budgeting in terms of risk or time by applying appropriate modelling techniques using excel worksheets and the Solver.

Social Sciences

GEN 3199 Fundamentals of Economics
This course introduces economic concepts that are fundamental to understand the issues faced by business firms. Supply, demand and elasticity are introduced, as well as long run and short run costs. Different forms of competition found in the hospitality industry are discussed. The Business Cycle and the phenomena of unemployment and inflation are examined. Macroeconomic challenges will be discussed such as world debt and inequality. The role of money, fiscal and monetary policy, Central Banking decisions and

monetary systems are reviewed and the impact of currency fluctuations in the hospitality industry is emphasized.

GEN 4153   Business and Academic Research Methods

This course provides undergraduate students with a background in research methods and strategies for planning, designing, evaluating and applying in the academic world and in the hospitality and tourism industry. The course covers the characteristics and limitations of different research methods and enables students to put some of these methods into practice. Overall, the course enhances students' research skills and assists them in the preparation of any research task they may engage in. The ability to critically reflect and write about existing research will also be developed. At the end of the course, students should be able to conduct independent research projects.

GEN 4211   Culture, Society and Diversity

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

GEN 5220   Politics and International Affairs

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

GEN 5221   People, Conflict and Negotiation

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

Professional Development

INT 2208   Professional Development I

Successful internships are a key component of the BBA program. This course will take students from their arrival on campus through to the successful completion of their first internship. The students attend a series of workshops focused on developing the skills and qualities necessary to acquire, embark on and complete their internship.

From managing their physical and digital professional presence to developing an understanding of industry needs and expectations, the Career Services team will equip students to begin their professional journey.

INT 2209   Reflection on Practice I

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

INT 5208   Professional Development II

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

INT 5209   Reflection on Practice II

This online internship project will accompany students on their second internship. Building on and making use

of the knowledge and skills gained in the second year of

study, students will identify a strategic aspect of their host company to explore and review through observation and reflection. The course will be self-paced and students will be expected to develop and demonstrate learning autonomy with support offered by a member of faculty.

P6030/P6031   Internship, Case Study and Reflection
As part of the postgraduate diploma program, students will have the opportunity to carry out a six-month professional internship in the hospitality industry. This professional internship will allow them to be exposed to different roles within a chosen field of work. To that aim, students will be completing a portfolio based on a case study and a self-reflection on the entire experience. By choosing the topic upon which they want to reflect and further elaborate, students should aim at enhancing their knowledge in specific areas of the diploma program. One core and one elective subject will support the development of the case. By reflecting on the six-month experience, students should aim at enhancing their self-awareness based on the competencies grid of the diploma program.

MDT 2410   Internship in a Hospitality Strategy and Digital Transformation
Students electing to perform an internship will be matched with the company and position in their area of interest for a 20-week internal assignment. These assignments could include working in the revenue management or marketing departments of the hotel or corporate office, as well as positions at one of the numerous digital marketing and distribution technology service providers. Each intern will be assigned a faculty advisor who will conduct a mid-internship check in and they post internship interview will, plus be available in the event that the student has any other needs throughout the internship assignment.

11.
Credit equivalence

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

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

– 1 (one) US credit typically corresponds to 1 hour of instruction and a minimum of 2 (two) hours of out of class student work each week for 15 weeks

– 1 (one) US credit corresponds therefore to a total workload of approximately 45 (forty-five) hours.

– A 3 (three) US credits course typically represents a workload of 45 (forty-five) hours of instruction and 90 (ninety) hours of out of the class work for a total workload of 135 (one hundred and thirty-five) hours.

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

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

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

12.
Branch campuses, academic partners and association agreement

Les Roches programs are taught in the following branch campuses:

Marbella, Spain
Offering:
— Bachelor in Business Administration

— Program Postgraduate Diplomas

— Masters Degrees

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

Academic Association Agreements
— Enderun Colleges

— Minor Hotel Group.

Shanghai, China
Offering:
— Hotel Management Certificate program

— Diploma in International Hotel Management

— Postgraduate Diploma

13.
Academic regulations for Undergraduate programs

(Academic regulations for Graduate programs are in section 14)

A. Change of program

Up until the end of the second week of the intake, a student who believes that another program offered by the school is more suitable to the personal needs and expectation may approach the Registry to inquire eligibility and options of program change.

B. Course exemption and challenge for credit

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

Conditions

1. The relevant course(s) must be studied at a university level. High School courses (credits) will not be considered as equivalent.

2. The course(s) must have been studied within the last two years to ensure that knowledge obtained is still relevant.

3. The application must be submitted within the first two weeks of the semester.

4. For each academic semester, a maximum of six-credit worth of courses can be applied for exemption.

5. No exemption can be applied after the third taught semester of the Bachelor Degree program.

Procedure

1. Fill in the Exemption application form (available on Moodle or at the Registry) and submit to the Program Director.

2. Attach the detailed syllabus (course description) and official transcript (showing valid grade and credits) in English for analysis.

3. Pending deliberation, the student must attend classes and assessments without exception.

4. Providing that the application is made in time and the procedure above are respected, the decision will be made within two weeks and be communicated to the student officially by the Registry. Exempted student will be granted the course credits on their academic record. No grade will be displayed, and the student's semester average will not be affected.

Should the application of Exemption be refused with

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

1. The request for "Challenge for Credit" exam must be made in writing, to the Program Director within one week following the refusal of Exemption.

2. Program Director reserves the right to refuse the request in respect to the course planning and if accepted, decide on the time and location which must be respected by the student.

3. A course may be challenged only once by the applicant.

4. A fee will be charged for a challenge examination according to the current semester's information, obtainable at the Accounting Office.

5. A grade of the minimum passing average (60%) is required to earn the credits, which will be granted on the academic record. No grade will be displayed, and the student's semester average will not be affected.

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

C. Grading

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

D. Submission of assignments

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

Failure to submit on time will incur the following penalties:

— Up to 24 hours late: 20% reduction in grade for that assignment

— Over 24 hours late: 1% will be recorded for that assignment

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

E. Incomplete work

Students prevented by illness or other legitimate reasons from completing requirements of a course before its completion, will have "Incomplete" assigned

on the grade report sheet. No grade point is recorded and the semester average is not affected. At this point, a completion date will be communicated to the student separately. If completion date has been passed and the course is not duly completed, a "1%" will be awarded for the concerned assessment. The course and semester average will then be recalculated.

F.   Progression/Awards Board

The Progression/Awards Board normally comprises of the Executive Academic Dean, Program Director, Registry and the course related faculty members.

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

G.   Progression/Awards policy

Progression policy

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

To maintain academic continuity and in respect to the originally planned completion timeline, Leave of Absence is not encouraged nor automatically accepted. In case of personal reason, a Leave of Absence may be requested in writing with clear justification to the Registry, where approval, further instructions and guidance can be obtained. It is recommended that a Leave of Absence should not have a continuous duration of more than two years and the maximum cumulated duration not longer than the length of the program from initial enrolment until graduation. Extra-curricular work experience gained during a Leave of Absence will not automatically be validated as an internship. During Leave of Absence, the student will not bear the status of an active student and therefore must assume

the resulting administrative procedures, such as: B-permit cancellation, restriction of work experience opportunities in certain regions, need of applying for new student visa application (if applicable) and private insurance cover, etc.

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

BBA 1
In order to fully progress at the end of a semester, a student must:

— have no more than six 1-credit courses (or equivalent) with course average below 60%

— have no course average below 40% within each module

BBA 2 and BBA 5 (internship semesters)
In order to fully progress at the end of each internship semester, a student must:

— pass the Reflection on Practice course

— pass the Professional Development course

BBA 3 and BBA 4
In order to fully progress at the end of each semester, a student must:

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

— have no course average below 40%

BBA 6 and BBA 7
For the final two academic semesters combined, in order to fully progress at the end of a semester, a student must:

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

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

— to receive the mention of the specialization on their degree the student must pass all courses specific to the chosen specialization

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

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

– have an overall average of 75% or more in the BBA 6 semester

– prepare dissertation proposal during the BBA 6 semester, which the dissertation co-ordinator(s) agree to be both feasible and covering an acceptable topic

– successfully complete a dissertation during the BBA 7 semester (in place of a general education course)

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

H. Re-sits and retakes

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

– A re-sit is an examination designed to test the student's overall knowledge of the failed course. It is subject to the eligibility approval of the Progression/Awards Board and a charge of an examination fee.

– A retake course is for a student who has not achieved the progression requirements after attempting the re-sit exam(s) (if applicable). The student must attend all the classes of the failed course again and complete all the assessments.

Retakes are scheduled in priority to the next semester's courses, and a full tuition fee per course will be charged. If a student still fails to achieve the progression requirements after completing retakes, then they are permitted one final re-sit examination of the failed course(s) if the Progression/Awards Board approves. If the student is again unsuccessful with the re-sits he will be required to withdraw from his studies.

The Progression/Awards Board may allow maximum of two courses (or equivalent) to be retaken during the next semester providing the timetable allows it. A

student with half or more non-achieved courses from the relevant semester of study after re-sit is deemed to be unsuitable to study the following academic level. Hence, he/she will be required to regress to the previous academic level for retaking all the failed courses until the progression standards are met, before continuing the next level.

Notes on re-sit examinations

– They are scheduled on precise dates prior to the beginning of each new semester.

– Students will receive an email from the Registry detailing their results within 2 weeks of the end of semester. If an email is not received the student must contact the Registry directly to request their results.

– If re-sit(s) is required, the Registry will provide the student with a re-sit examination schedule for planning.

– If the student is going on internship he/she may delay the re-sit examination until the internship is completed. However, all re-sits must be completed within one year of the failed semester, unless specific permission is given by the school.

– The appropriate re-sit examination fees will be charged directly to the student's account by the Accounting Office. This charge is based upon the number of failing courses for each student, which will be sent from the Registry to Accounting after the various Progression/Awards Board and it is the student responsibility to make sure they attend the re-sit examinations on time.

– If a student wishes to waive their opportunity to attend any re-sit exams (and instead attempt directly to retake the course), they must request this in writing to the Registry prior to the start of the re-sit examinations. The charge for the re-sit examination fee may then be removed from the student account after the re-sit sessions.

– Students who miss the scheduled re-sit examinations without prior permission will need to retake the failed courses in which case the re-sit fee is not refundable.

– A student who had official permission to miss a regular re-sit examination, must then attend a rescheduled exam at a time and place confirmed by the Program Director. There will be an additional charge for this late examination.

– If this replacement examination is not attended (for whatever reason) then the student must either retake the failed course(s), or postpone the scheduled next-level academic semester until a further intake.

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

Notes on retake courses

– Students who have not met the minimum achievement grade (after re-sit) in more than two courses will not be able to fully progress into the next semester of study. Conditional progress with retake course (s) can be an option, subject to the approval of the Post-resit Progression/ Awards Board.

– The Progression/Awards Board may deny the chance of re-sit and require a course retake if the reason of fail involves unfair academic practice such as cheating/plagiarism etc.

– BBA 1 students who are required to retake more than 3 weeks of Practical Arts classes will not be able to progress to the next level of the program until the retakes are completed and the progression requirements of the previous level are met.

I.   Examination regulations

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

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

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

A student who believes that his/her circumstances

fall into other than the above categories must file a mitigation report available from the Program Director or the Executive Academic Dean with supporting documentation within 24 hours of the concerned assessment to request a supplemental examination. The Executive Academic Dean decision will be final. The supplemental examination will have a different content and a fee will be charged to the student's account. Travel plans and unauthorized personal event attendance are not valid reasons for missing an examination or applying for a mitigation.

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

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

– Items allowed in the examination room

– Items not allowed in the examination room

– Talking during the examination

– Finishing the examination

– Cheating or attempted cheating

– Question time

– Dress code

J.   Unfair practice

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

K.   Learning differences

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

L. Maintenance of academic standing

Under normal course of event, students who consistently fail to maintain satisfactory standards as per the judgement of the Progression/Awards Board or the Executive Academic Dean, will receive notice of:

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

Students who have been required to withdraw before the official ending date of the semester will have the relevant course marked "Incomplete" on the academic record for all attended courses with no valid course average or credits. Terms of conditions of potential reintegration into the program will be specified alongside the withdraw decision.

M. Grade report and transcript

Grade report is issued on a semester-by-semester basis. It displays all courses studied during the semester and final course average and credits earned of each completed course. It will be communicated to the students electronically via their Les Roches email address at the end of each academic semester following the approval of the Progression/Awards Board.

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

N. Keeping of academic records

The students' academic record is confidential, within the school's faculty and administration access. Any request to share the information with a third party will be subject to a signed authorization from the student with the Registry at the beginning of each active semester.

O. Transfer of credits

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

P. Validity of registration

A student's registration and earned credit remain valid for twice the length of their program's duration since the initial enrolment (unless determined otherwise by the Program Director or the Executive Academic Dean).

Q. Mitigation

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

R. Absence policy[1]

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

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

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

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

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1 The Absence policy is currently mitigated due to partial remote learning mode caused by the Pandemic situation until further notice.

It is the students' responsibility to respect the policy and ensure that their absence remain within the permitted limit.

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

During the semester students are requested to check their attendance record via the portal provided by the school. Any error must be reported with evidence to the lecturer within one week of the absence being recorded. Weekly absence status is accessible to the Executive Academic Dean, Program Director, BBA 1 Program Coordinator and Managing Director so that any necessary support for students concerned may be arranged.

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

R.1   Absence policy specific to the BBA 1 Semester
To develop a student's professionalism, team spirit and academic rigor, there are strict participation requirements during the semester. Attendance is required for all assessments, practical arts workshops and courses. Students are also required to be available for any special events (e.g. open days, cultural night, graduation, and career fairs).

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

Specific requirements follow:

Lateness or absence from Practical Arts courses

Students are required to be punctual; a late student (15 minutes or less) will have points deducted from

the related assessment or if more than 15 minutes late will be marked absent for the entire day (6 hours disregarding to the number of hours timetabled). The same consequences apply for unapproved abandonment of the class. The students will however be allowed to stay in class to avoid missing knowledge acquisition.

The student must communicate any absences in advance, via email to the teacher in charge, before the practical class starts (with the BBA 1 Program Coordinator in copy).

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

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

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

- Death of an immediate family member
- Force majeure
- Serious illness (with a medical note from a Swiss doctor or the school nurse confirmation submitted)
- Any other justified reason approved by the BBA 1 Program Coordinator in advance

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

The Practical Arts Department cannot arrange rescheduled learning for individual days of absence. If due to extraordinary reasons mentioned above, the student misses an entire course, this course will be marked "Incomplete". Upon the approval of the Progression/Awards Board, a maximum of three weeks of learning may be rescheduled at the end of the

following academic semester. Should the student have more than three weeks of learning to be completed, including those caused by excused absences and retake(s), he/she will be unable to progress to the next academic level and will be required to return to the BBA 1 semester until the BBA 1 progression requirements are met.

Lateness or absence from BBA 1 academic courses

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

Suspension due to absences and invalid BBA 1 semester

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

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

R.2 Absence policy specific to BBA 3, BBA 4, BBA 6 and BBA 7 semesters

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

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

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

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

R.3 Absence policy specific to IHELP 6

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

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

R.4 Failing academic courses due to excessive absences

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

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

– Reasons for being absent from class

– Evidence supporting request for consideration

– Adhering to the time frame as outlined in this policy

– Continuous attendance and social behavior

– Academic standing at the end of the program

Decision outcomes

– The board accepts the request: The student is awarded the grade they achieved. Should the achieved grade fail to meet the progression requirement, the student will be permitted to attend one re-sit exam. Please refer to the Re-sits and Retakes section for details.

– The board denies the request: The student will be awarded 1% as the course average. No re-sit will be permitted. The student will be required to retake the failed course(s) and clear the progression requirement before progressing to the next level of study. Depending on the number of retakes, it may lead to an additional semester to their study. Please refer to the Re-sits and Retake section for details.

Pending the Progression Awards Board decision of the "Request for Consideration", it is recommended that the student continues attending classes for the remainder of the course in order to obtain a grade for each assessment in case of positive decision outcome.

S. Progression/Award appeals

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

– The published results of grades are suspected to contain arithmetical errors or other errors of fact.

– The decision made regarding a submitted mitigation request may contain error due to incomplete documentation.

– Substantiated irregularities in the delivery of the examination were not previously reported to the Progression/Awards Board.

Note:

– Appeals, which are based on facts that were already known to the Progression/Awards Board before the initial decision will not be admissible.

– Appeals, which question the academic judgment of examinations, shall not be admissible.

– Appeals, which are based on factors already known to the candidate before the assessment

took place, will not be admissible. Such cases should have led the candidate to file for mitigating circumstances.

The Procedure

The Program Director receives the written appeal and any evidence submitted by the student before coordinating with the relevant faculty for eligibility verification. If necessary, the Progression/Awards Board will reconvene to examine the case in presence of the Executive Academic Dean.

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

– Reject the appeal and no further action will be taken.

– Accept the evidences and arguments provided and take decision on grade rectification.

T. Award and minimum credits per program

Final award and transcript are issued after all progression and award criteria are met, or upon withdrawal from the program. The student must also be cleared of all financial and legal obligations towards the school.

Award	Description	Min Credits	Validity
BBA	Bachelor of Business Administration program	120	Jan 2005 to-date
Diploma	Exit award of the BBA program: having met the progression criteria of the first three taught semesters and passed the required internships	84	Jan 2005 to-date
Associate Degree	Exit award of the BBA program: having met the progression criteria of the first two taught semesters, passed minimum two courses from the third taught semester passed the required internship(s)*	61	Jan 2005 to-date

* not recognized by Canton of Valais

Classification

BBA program

The average of BBA 6 and 7 determines the classification

– Distinction: 85% and above

– Merit: 75% to 84%

Calculation based on:

– Average of the two taught semesters

Valid since January 2006

U.   Withdrawal from the school

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

For students who are unable or unwilling to complete the full program as originally enrolled, except those being dismissed (suspended, expelled) for disciplinary reasons, an exit award as described in the table above may be issued as conclusion of their study, together with the final transcript if the following procedures and conditions are satisfied: Having sent a written confirmation to the Registry regarding the decision to withdraw from the enrolled program permanently and the intention to claim the relevant exit award. Having satisfied the progression requirements of the relevant semesters and obtained the credits. Having cleared all admission, financial and legal obligations towards the school.

14.
Academic regulations for Graduate programs

A. Change of program

A student may apply through the Registry to change from one program to another up until the end of the second week of the semester's calendar, and if approved, remain with the new program until the end of the program.

B. Course exemption and challenge for credit

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

C. Grading

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

D. Submission of assignments

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

Failure to submit on time will incur the following penalties:

– Up to 24 hours late: 20% reduction in grade for that assignment

– Over 24 hours late: 1% will be recorded for that assignment

E. Incomplete work

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

F. Progression/Awards Board

The Progression/Awards Board normally comprises of the Executive Academic Dean, Program Director, Registry, and the course related faculty members.

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

G. Progression/Awards policy

Progression policy

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

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

Any intention of transfer, postponement or withdrawal from the following semester's enrolment, must be expressed in writing to the Registry at least 6-8 weeks before the tuition payment deadline of the concerned semester to obtain approval and guidance. Lack of or delayed written request may result in the charge of a late cancellation fee. Further details may be found in

the "fees and other expenses" document on the school website.

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

Students are required to attend all re-sits unless prohibited and specified otherwise in the communication from the Registry. Please refer to the Re-sits and Retakes section for further details. Opportunity of attending re-sit exams cannot be claimed retroactively once the re-sit session is over prior to the beginning of the next level of program.

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

For a successful program completion, a Master Degree student (MBA and MHSDT) may carry one failed course with maximum 2 credits, across the entire program's duration.

H.   Re-sits and retakes

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

- A re-sit is an examination designed to test the student's overall knowledge of the failed course. It is subject to the eligibility approval of the Progression/Awards Board and a charge of an examination fee.
- A retake course is for a student who has not achieved the progression requirements after attempting the re-sit exam(s) (if applicable). The student must attend all the classes of the failed course again and complete all the assessments.

Retakes are scheduled in priority to the next semester's courses, and a full tuition fee per course will be charged. If a student still fails to achieve the progression requirements after completing retakes, then they are permitted one final re-sit examination of

the failed course(s) if the Progression/Awards Board approves. If the student is again unsuccessful with the re-sits, he/she will be required to withdraw from his studies.

The Progression/Awards Board may allow course to be retaken concurrently with the next semester providing the timetable allows it. A student with half or more non-achieved courses from the relevant semester of study after re-sit is deemed to be unsuitable to study the following academic level. Hence, he/she will be required to regress to the previous academic level for retaking all the failed courses until the progression standards are met, before continuing the next level.

H.1   Regulations specific to the PGD/PDD program
Re-sits

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

Retake

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

Internship research and reflection
Re-submission

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

Pass

Students need to complete and pass all the courses

I.   Examination regulations

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

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

A student who misses an exam for the above reasons

must notify his/her Program Director as soon as possible, but the latest within one day of his/her return to school with supporting evidence (e.g. a doctor's note). A date to sit the exam will then be agreed. Failure to meet the one day deadline may result in the opportunity to sit the exam being denied and a grade of 1% will be awarded to calculate the course average.

A student who believes that his/her circumstances fall into other than the above categories must file a mitigation report available from the Program Director or the Executive Academic Dean with supporting documentation within 24 hours of the concerned assessment to request a supplemental examination. The supplemental examination will have a different content and a fee will be charged to the student's account. Travel plans and unauthorized personal event attendance are not a valid reasons for missing an examination or applying for a mitigation. The Executive Academic Dean will liaise the decision to the student.

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

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

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

J.   PGD/PDD progression to the MBA second semester

For the PGD students, upon successful completion of the PGD curriculum, one can proceed into the second semester of the Master of Business Administration in Global Hospitality program on condition that he/she fully meet the Post Graduate Diploma award criteria without any pending concerns (admission, finance, fitness to study and general behavioral sanction etc.)

as well as meeting the MBA age requirement before the start of the MBA II semester. The transfer of credits is valid for a period of two and a half years (2.5 years) as of the beginning of the PGD program. The latter also applies to students from LRM and LRJJ who are eligible for this option. The MBA Degree shall be the final and only award upon successful completion.

For PDD students, upon successful completion of the PDD curriculum, one may attempt to apply for joining the second semester of the Master of Business Administration in Global Hospitality program. The eligibility will be reviewed by the Special Progression Admission Panel based on circumstances, academic and professional competences of each individual. The remaining terms and conditions remain the same as for PGD students.

K.   Unfair practice

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

L.   Learning differences

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

M.   Maintenance of academic standing

Under normal course of event, Students who consistently fail to maintain satisfactory standards as per the judgement of the Progression/Awards Board or the Executive Academic Dean, will receive notice of:

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

Students who have been required to withdraw before the official ending date of the semester will have the relevant course marked "Incomplete" on the academic record for all attended courses with no valid course average or credits. Terms of conditions of potential reintegration into the program will be specified alongside the withdraw decision.

N. Grade report and transcript

Grade report is issued on a semester-by-semester basis. It displays all courses studied during the semester and final course average and credits earned of each completed course. It will be communicated to the students electronically via their Les Roches email address at the end of each academic semester following the approval of the Progression/Awards Board.

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

O. Keeping of academic records

The students' academic record is confidential, within the school's faculty and administration access. Any request to share the information with a third party will be subject to a signed authorization from the student with the Registry at the beginning of each active semester.

P. Transfer of credits

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

Q. Validity of registration

A student's registration and earned credit remain valid for twice the length of their program's duration since the initial enrolment (unless determined otherwise by the Program Director or the Executive Academic Dean).

R. Mitigation

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

S. Attendance policy

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

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

T. Progression/Award appeals

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

– The published results of grades are suspected to contain arithmetical errors or other errors of fact.

– The decision made regarding a submitted mitigation request may contain error due to incomplete documentation.

– Substantiated irregularities in the delivery of the examination were not previously reported to the Progression/Awards Board.

Note:

– Appeals, which are based on facts that were already known to the Progression/Awards Board before the initial decision, will not be admissible.

– Appeals, which question the academic judgment of examinations, shall not be admissible.

– Appeals, which are based on factors already known to the candidate before the assessment took place, will not be admissible. Such cases should have led the candidate to file for mitigating circumstances.

The Procedure

The Program Director receives the written appeal and any evidence submitted by the student before coordinating with the relevant faculty for eligibility verification. If necessary, the Progression/Awards Board will reconvene to examine the case in presence of the Executive Academic Dean.

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

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

U. Award and minimum credits per program

Final award and transcript are issued after all progression and award criteria are met, or upon withdrawal from the program. The student must also be cleared of all financial and legal obligations towards the school.

Award	Description	Min Credits	Validity
MBA	**Master of Business Administration program**	37	**June 2019 to-date**
		43	**April 2012 – April 2019**
MHSDT	**Master in Hospitality Strategy and Digital Transformation program**	34	**January 2022 to-date**
Mhl	**Master in Hospitality Leadership program** *Title changed from Master of Science in Hospitality Leadership in November 2017*	36	**December 2015 – December 2018**
PG Diploma	**Final award of the Post Graduate Diploma program** **Exit award of the Master's Degree programs**	28	**July 2019 to-date**
		36	**June 2005 - June 2019**
PD Diploma	**Professional Development Diploma Program***	28	**July 2019 to-date**
		36	**June 2005 - Jun 2019**
PG Certificate	**Exit award of the Master's Degree programs** **Exit award of the PG Diploma program: nineteen (19) credits with minimum one (1) credit from the second semester***	19	**July 2019 to-date**
		18	**June 2005 - June 2019**
PD Certificate	**Exit award of the PD Diploma Program: nineteen (19) credits with minimum one (1) credit from the second semester***	19	**July 2019 to-date**
		18	**June 2005 - Jun 2019**

* not recognized by Canton of Valais

Classification

PG and PD Diploma/Master's Degree programs

- Distinction: 85% and above
- Merit: not applied

Calculation based on:

- Master's programs: average of the two taught semesters
- PG/PD Diploma program: weighted average of all graded courses

Valid since January 2006

V. Withdrawal from the school

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

For students who are unable or unwilling to complete the full program as originally enrolled, except those being dismissed (suspended, expelled) for disciplinary reasons, an exit award as described in the table above may be issued as conclusion of their study, together with the final transcript if the following procedures and conditions are satisfied: Having sent a written confirmation to the Registry regarding the decision to withdraw from the enrolled program permanently and the intention to claim the relevant exit award. Having satisfied the progression requirements of the relevant semesters and obtained the credits. Having cleared all admission, financial and legal obligations towards the school.

15.
Administrators, faculty and staff

A. Administration

A.1 Management

Managing Director Les Roches Crans-Montana	Dr. Christine Demen Meier (PhD, MBA)
Accreditation and Quality Assurance Officer	Mr. Christian Daujat
Chief Financial Officer Les Roches	Mr. Stelios Pappas (MBA)
Dean of Students	Mrs. Andrea Chakravartti (MA)
Director of Operations	Mrs. Joceline Favre-Bulle
Executive Academic Dean	Dr. Dimitrios Diamantis (BA (Hons), MSc, PhD)
Head of IT Operations and Business Applications	Mr. Marc Jensen
Head of Global Marketing	Mr. Steeve Chatelain
HR Business Partner	Mr. Patrick Constantin (HSE)

A.2 Academic

Executive Academic Dean	Dr. Dimitrios Diamantis (BA (Hons), MSc, PhD)
Undergraduate Program Director	Mr. Wolf Magnus Gerstkamp (BA, MBA)
Graduate Program Director	Mr. Frank Gueuning (MBA)
Program Director - Master Program	Mr. Scott Dahl (BSc)
BBA 1 Program Coordinator	Mr. Julien Reichenbach (BA)
Foreign Languages Coordinator	Mrs. Andrea Andrioli-Jiriti
General Education Program Manager	Ms. Mariam Ninan (BA, MA)
Head of Teaching and Learning Development	Mrs. Ruth Puhr (MA, MSc)
Librarian	Ms. Cédrine Coquoz

Academic Office

Academic Dean's Secretary	Mrs. Julie Passera
Academic Secretary and Technical Assistant	Mrs. Isabelle Boisseau Sculati

A.3 Other Departments

Assistant Dean of Students and BI Analyst	Mr. Giovanni Odaglia
Data and Communication Officer	Mr. Alexander Small
Digital Media Manager	Mr. Frans Andree
F and B Innovation and Project Coordinator	Mrs. Lisa (Beina) Zhu (MSc)

Accounting

Student Accounting Team Leader	Mr. Pascal Métrailler
Student Accounting Officers	Ms. Miriam Martinez Gonzalez
	Mr. Simon Dayen

Admissions and Visas

Admissions Leader	Mr. Mauro Morganella
Admissions Officer	Ms. Fanny Savioz
Administrative Assistant	Ms. Anxhela Zeqo
Visa-Permit Coordinator	Mrs. Danielle Nendaz

Career Services

Head of Career Services	Mrs. Stephanie Ruiz de Jongh
Senior Career Counselor	Mr. Avgoustinos Souridis
	Mrs. Christina Seow

Career Services Instructor	Mrs. Sarah Balet
Industry Relations Coordinator	Mrs. Gaia Aveta

Facilities

Head of Front Office, Lodging and Administration	Mrs. Marta Miranda
Lodging Administrator	Mr. Adrian Zurczak
Receptionists	Mrs. Anne Bobier
	Mrs. Charlène Lancellotti

Health and Wellbeing

Head of Health and Wellbeing	Mrs. Angela Koekebakker
Campus Nurse	Mrs. Véronique Barras
Counselor	Mrs. Androulla Aston

Housekeeping

Executive Housekeeper	Ms. Andreia Costa
Assistant Executive Housekeeper	Ms. Dora Cardoso

Information Technology

Senior IT Infrastructure Engineer	Mr. Simeao Silva
Senior IT Service Desk	Mr. Flavio Miranda
IT Service Technician	Mr. Tiago Coelho

Marketing

Head of Global Marketing	Mr. Steeve Chatelain
Marketing Manager	Ms. Carolina Pastor
	Ms. Diana Giudice
Content Marketing and Alumni Coordinator	Ms. Charlotte Andrey

Registry and Academic Quality

Head of Registry and Academic Quality	Mrs. Helen Ye-Ernotte
Registry Leader	Mrs. Marie Eggs
Deputy Registrar	Ms. Emilie Gillioz
Registry Officers	Mr. Josip Majhen
	Mr. Simon Teall

Security

Head of Security Les Roches and GIHE	Mr. Vasileios Boufidis
Campus Security Coordinator	Mr. Franck Fouré
Night Security Officer	Mr. Jean-François Astolfi

SPARK/Innovation

Les Roches Innovation Project Leader	Mr. Pablo Garcia Sánchez

Student Affairs

Student Life Leaders	Ms. Rosine F. Rey
	Mr. Tom Van der Meij

B. Faculty

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

Full and part-time faculty

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

Albrahimi, Albian
Lecturer in Hospitality Financial Forecasting and Modelling since 2020. BSc in Finance and Accounting, University of Tirana, Albania, (2011). MSc in Finance with specialisation in Financial Analysis, University of Neuchâtel, Switzerland, (2016). PhD in Financial Accounting, University of Neuchâtel, Switzerland, (2021).

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

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

Aston, Mark
Senior Lecturer in Hospitality Facilities Management since 2020. Higher Certificate (HNC) in Physical Science, Birmingham City University, UK, (1983). Higher National Diploma (HND) in Computer Studies, Coventry University, UK, (1986). Master of Business Administration in Business Administration and Management, General Strategy Development, University of Wolverhampton, UK, (1998).

Avedisova, Sabina
Instructor in Rooms Division since 2018. Diploma in Linguist - teacher Pyatigorsk State Pedagogical University of Foreign Languages, Russia, (1997). Postgraduate Diploma in Hotel Operations Management, Swiss Hotel Management School, Switzerland, (2006). Certified Hotel Concierge Certificate, AHLEI, USA, (2019).

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

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

Breau, Muriel
Service Instructor since January 2021. Wine & Spirit Educations Trust (WSET) Level 2 Award, Singapore, (2012). Advanced Diploma in Commerce, Hospitality and Tourism Management, Singapore Kaplan Higher Education Institute, Singapore, (2013).

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

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

Carlson Blatti, Kirstin
Senior Lecturer in English since 2007 and Internship Coordinator. BA in Linguistics, University of Colorado, USA, (1990). MEd in Applied Linguistics, Open University, UK, (2010).

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

Dahima, Akhilesh
Culinary Instructor since 2018. BSc in Hotel Management and Catering Technology, Guru Gobind Singh Indraprastha University, India, (2004). Certificate in Creating Business Model from University System of Maryland, USA, (2020). Certificate in Identifying Entrepreneurial Opportunities, University System of Maryland, USA, (2020). Certificate in Science & Cooking, Haute Cuisine to Soft Matter Science (Chemistry), Harvard X, (2020).

Dahl, Scott
Clinical Professor in Revenue Management and Marketing since 2019 and Program Director for Master's in Hospitality Strategy and Digital Transformation. Bachelor's in Hotel, Restaurant and Travel Administration, University of Massachusetts, Amherst, (1986).

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

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

Di Donna, Joe
Clinical Professor in Marketing since 2010. MA in Political Sciences specialized in Sociology, Università degli Studi di Milano, Italy, (1987). PhD in Social Sciences, University of Lausanne, Switzerland, (2020).

Di Monte, Ruggiero
Service Instructor since 2015. Certificat fédéral de Capacité, Diploma di « Addetto ai Servizi Alberghieri di Sala-Bar », Ecole Hôtelière Armando Perotti-Bari, Italy, (1980). Essential Teaching Skills Certificate of Completion, Les Roches International School of Hotel Management, Switzerland, (2020).

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

Dunn, Sarah
Lecturer in French and English since 2007. Licence de Langues, Littératures et Civilisations Etrangères, Université Française du Pacifique, Polynésie Française, (1995).

Fuchs, Diana
Lecturer in German since 2002. Certified expert for German certifications of the Goethe Institut since 2013. CHE; Vordiplom der Universität München für Diplom-Kaufleute und Diplom-Volkswirte, Germany, (1987). Brevet fédéral de Formateur d'adultes, Switzerland, (2012).

Gamberoni, Alexandre
Senior Lecturer in Organizational Behavior, Psychology, and Food and Beverage Management since 2004. Technicien supérieur en restauration, Lausanne Hotel School, Switzerland, (1989). MBA, University of Liverpool, UK, (2010). Masters in Psychology with specialization in Leadership Development and Coaching, Walden University, USA, (2015).

Garcia Sánchez, Pablo
Senior Lecturer in Innovation and Sustainable Facilities since 2009, Les Roches Spark Project Leader. MBA in Business Administration, University of Liverpool, UK, (2013).

Gautier, Jean-Marc
Culinary Instructor since 2009. B.T.S. Top Cooking Degree and Hotel Management Degree, ESITEL, France, (1989). Diplôme fédéral de Chef de Cuisine, Switzerland, (2014).

Germanier, Rachel
Assistant Professor in Research Methods and Spaces, Symbols and Relationships since 2005. BSc (Hons) in Land Management, University of Reading, UK, (1991). MEd in Applied Linguistics (Open), Open University, UK, (2009). EdD, Open University, UK, (2013).

Gerstkamp, Wolf Magnus
Senior Lecturer since 2010, Undergraduate Program Director BBA and MBTI Qualified Practitioner. MBA in Hospitality Management Finance, Universidad Europea de Madrid in partnership with Les Roches International School of Hotel Management, Switzerland, (2007).

Gonet, Xavier
Service Instructor since 2021. BBA in International Hospitality and F&B Management, Institut Paul Bocuse and IAE Lyon 3, France, (2013).

Gueuning, Frank
Senior Lecturer since 2008 and Graduate Program Director. CHE; Diplôme Supérieur en Hôtellerie Restauration, Ecole Hôtelière de Lausanne, Switzerland, (1985). PGD in Hospitality Management, University of Derby, UK, (2006). MBA in Accounting and Finance, University of Liverpool, UK, (2011).

Gustavsson-Crettenand, Ewonne
Senior Lecturer in English and French since 2015. Master in French 2nd language and English, Karlstad University, Sweden, (1994). Diploma in upper secondary teaching, Orebro University, Sweden, (1995).

Hassan, Bilal
Senior Lecturer in Events Management, Health and Wellness Management, Consultancy Project and Digital Marketing since 2016. PGD in Hospitality Administration, IHTTI School of Hotel Management, Switzerland, (2002). MBA in Planning New Business Ventures, Oxford Brookes University, UK, (2015). Leadership and Management Program, Ecole Hôtelière de Lausanne, Switzerland, (2015). Registered for PhD in the Faculty of Brain Sciences at University College London.

Häubi, Della
Lecturer in English since 2011. BA, major in French, minor in German, University of Illinois, USA, (1988). English teaching course with federal certification, ASC International House, Switzerland, (2005).

Ietti, René Luca
Culinary Instructor since 2016. Tecnico delle Attività Alberghiere, Istituto Professionale Alberghiero, Italy, (1993).

Lakermance, Thierry
Executive Kitchen Chef since 2017. Brevet de Technicien supérieur d'Hôtellerie Restauration, Ecole Hôtelière de Bordeaux Talence, France, (2002).

Leaney, Michael
Lecturer in Facilities Management, Modeling for Management and Environmental Studies since 2004. B.Eng (Hons) in Combined Engineering, Coventry University, UK, (1992).

Krenzer, Philippe (Visiting Lecturer)
Visiting Lecturer in Business Strategies and Consultancy Projects since 2007. Diplôme Supérieur en Hôtellerie Restauration, Ecole Hôtelière de Lausanne, Switzerland, (1987). MS, HEC Paris / Oxford University, France, (2005). Has managed some of the world's most beautiful hotels for 20 years. Started his consultancy specialized in strategic design and Team development for luxury hospitality in 2005. His clients are mostly Iconic hotels around the world..

Macarrao, Paulo
Sustainability Officer, Stewarding Instructor Supervisor and Lecturer in Service Operations since 2009. Certificate of Hospitality Supervisor, The American Hotel and Motel Association, USA, (2005).

Maréchal, Loïc (Visiting Lecturer)
Visiting lecturer in Hotel Valuation and Performance and Financial Lifecycle, Fundraising, and Communication and Investment Strategies for Financial Markets and Asset Management since 2020. BSc in Economics, University of Versailles Saint-Quentin-en-Yvelines, France, (2005). MSc in Finance, University of Paris X, (2009). Ph.D. in Finance, University of Neuchâtel, Switzerland, (2021).

Matteucci, Victoria (Visiting Lecturer)
Visiting Lecturer in Rooms Division Management since 2021. Diploma in Hotel Management, SHA Hotel Management School Les Roches, Switzerland, (1993). MBA in Global Hospitality Management, Les Roches Global Hospitality Education, Crans-Montana, Switzerland, (2020).

McMath, Nicola (Visiting Professor)
Visiting Professor in Mandarin since 2011.

McMath, Steven
Senior Lecturer in Finance and Law since 2008. Law Degree and a PGD in Legal Practice, Glasgow University, Scotland, (1994/1996). Higher Diploma in Accounting,

Ayr College, Scotland, (1989). MBA in Finance and Accounting, University of Liverpool, UK, (2014).

Meehan, Jonathan
Senior Lecturer in English, Communication and Aesthetics Expressions since 2008. Licence-ès-Lettres Modernes, Université de Bourgogne, France, (1998). BA (Hons) French Studies, University of Manchester, UK, (1999). Cambridge DELTA - Diploma in English Language Teaching to Adults, British Council, Italy, (2011). Registered for a Master of Advanced Studies in Intercultural Communication with Università della Svizzera italiana, Switzerland.

Mottier, Ewa
Associate Professor in Technology and Data Analytics since 2007. MSc Eng. in Telecommunication, Gdansk University of Technology, Poland, (1985). MBI Master in Business Information Systems, University of Lausanne, Switzerland, (1996). PhD in Information Systems, University of Lausanne, Switzerland, (2009).

Müller, Benedicta
Instructor in Rooms Division since 2002. CHE; Fähigkeitsausweis als Servicefachangestellte, Switzerland, (1982). Brevet fédéral de Formateur d'adultes, Switzerland, (2012).

Ninan, Mariam
Senior Lecturer in Politics and International Affairs and Culture, Society and Diversity since 2000. BA in Psychology, University of Madras, India, (1984). Diplôme (MA) en études de développement, IUED, Switzerland, (1987).

Ollier, Benjamin
Service Instructor since 2019. Baccalauréat en Littéraire, Lycée Gabriel Faure FOIX, France, (2008). Brevet de Technicien Supérieur en Animation, Gestion Touristique Locale, Lycée Gabriel Faure FOIX, France, (2011). Certificat d'aptitude au Service en Restauration, GRETA de Foix, France, (2011). Mention complémentaire Bar, CFA de Blagnac, France, (2012).

Puhr, Ruth
Senior Lecturer since 2006 and Head of Teaching and Learning Development. MA in Music, Durham University, UK, (1993). MSc in Information Technology, Durham University, UK, (1995). Registered for a EdD with University College London.

Qumsieh Mussalam, Gretel
Associate Professor in Services Marketing in a Digital Age, Strategic Digital Marketing and Sales in Hospitality, Sustainable Tourism, Ethics and Legal Considerations, Global Strategic Marketing since 2015 and Dissertation Supervisor. BA in English Literature and Linguistics, Bethlehem University, Palestine, (1995). MSc in Translation and Interpretation, Heriot-Watt University, UK, (1996). PhD in Destination Marketing, University of Strathclyde, UK, (2001).

Rachny, Edward
Clinical Professor in Hospitality since July 2007. Master in Culinary Arts, Germany, (1985). Certificate in Food and Beverage Management, Cornell University, USA, (1998). MBA in Business Administration, University of Liverpool, UK, (2010). EdD, Walden University, USA, (2018). Member of the SSRE (Société Suisse pour la Recherche en Education) since 2019.

Rosen, Arnaud
Senior Lecturer in Hospitality Finance since 2004. MBA in Marketing Management, University of St Thomas Houston, Texas, USA, (1984).

Salas, Matteo
Culinary Instructor since 2018. Diplôme en « Arts Culinaire & Management de la Restauration », Institut Paul Bocuse, France, (2005). Diplôme en « Haute Gastronomie et Produits de Qualité », Institut Paul Bocuse, France, (2006). Licence en « Management de l'Hôtellerie et la Restauration », Institut Paul Bocuse, France Université Lyon 3 Jean Moulins, France, (2006).

Schmidt, Matthias
Senior Service Instructor since 2011. Staatlich geprüfter Restaurantfachmann, Staatliche Berufsschule Rothenburg-Dinkelsbühl, Germany, (2001). Ausweis für Berufsbildner in Lehrbetrieben, Hotel and Gastro formation, Switzerland, (2012). Bereichsleiter Restauration mit eidgenössischem Fachausweis, Hotel and Gastro formation, Switzerland, (2013).

Shaiek, Joan
Service Instructor Supervisor and Lecturer in Service Operations since 2017. More than 10 years experiences in Food and Beverage in managing positions in various hotels and hospitality schools in Switzerland.

Sierro, Guillaume Juan Carlos
Service Instructor since 2019. Certificat fédéral de Capacité Hôtellerie, Gastronomie, Accueil, Centre Professionnel de Sion, Switzerland, (2005). Diplôme en Restauration et Exploitation d'Entreprise et Gestion et Administration, Ecole Hôtelière de Genève, Switzerland, (2010).

Stead, Susan
Senior Lecturer in English and Hospitality and

Communication since 2005. BTEC diploma in Tourism and Leisure Studies, Harrogate College of Arts and Technology, UK, (1990). TEFL Diploma, International House, UK, (1996). MEd in Applied Linguistics (Open), Open University, UK, (2009). Laureate Certificate in Academic Integrity and Ethics in Course Development, (2015).

Van der Blom, Jan-Willem
Senior Lecturer in Rooms Division Management, Introduction to Hospitality, Organizational Behavior, Concierge and Guest Relations since 2015. Diploma in Hotel Management, SHA Hotel Management School Les Roches, Switzerland, (1992). MSc in Hospitality Leadership, Les Roches International School of Hotel Management, Switzerland, (2015).

Varini, Marinez
Senior Lecturer in Hospitality Human Resources since 2008. BA in Tourism, Uninorte, Brazil, (1999). PGD in International Hospitality Management, SHA Hotel Management School Les Roches, Switzerland, (2001). MBA in Marketing, University of Liverpool, UK, (2012).

Wintermans, Tom
Lecturer in Fundamentals of Economics and Numerical Skills for the Hospitality Professional since 2020. CHE; Diploma in Hospitality, Glion Institute of Higher Education, Switzerland, (1985). MSc in Hospitality Management, Leeds Metropolitan University, UK, (2001).

Wong, Elena
Assistant Professor in Psychology and People, Conflict and Negotiation since 2014. BA in Psychology, University of California, Berkeley, USA, (2004). MEd in Human Development and Psychology, Harvard University, USA., (2009). PhD in Psychology, University of Neuchatel, Switzerland, (2016).

Zhou-Rachny, Qiaoping
Instructor in Rooms Division since 2007. Diploma in Civil Aviation, University of Tianjin, China, (1994). Certificate of Hospitality Supervisor, The American Hotel and Motel Association, USA, (2005). Certificate in Financial Management, Cornell University, USA, (2021).Certificate in Blockchain Essentials, Cornell University, USA, (2021).

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