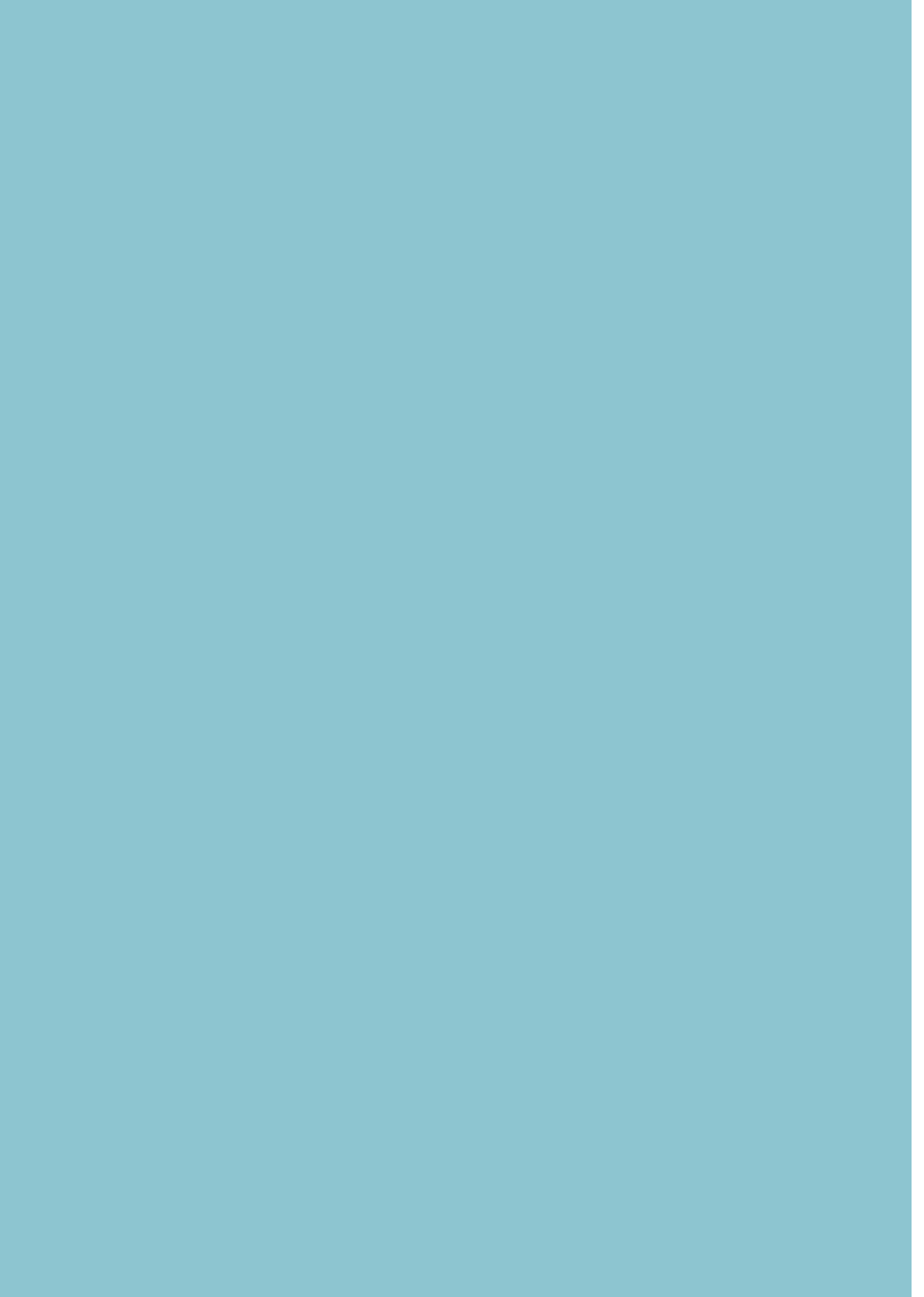Les Roches Marbella

Academic Catalogue

Academic catalogue

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

Last publication date: October 2021

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For enquiries

Les Roches Global Hospitality Education

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Les Roches accreditation

Les Roches Marbella Global Hospitality Education,
as an official Branch campus of Les Roches Global
Hospitality Education, is accredited by the New England
Commission of Higher Education (NECHE).

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

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

1.
A warm welcome to the world of hospitality

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

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

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

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

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

Mr. Carlos Díez de la Lastra General Director

Les Roches Marbella Global Hospitality Education

2.
Statement of general purposes

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

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

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

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

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

3.
Mission and values

A. Les Roches overarching mission

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

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

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

B. Campus mission

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

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

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

C. Graduate school mission

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

D.   General education program mission

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

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

4.
Affiliation, accreditation, recognition and memberships

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

A.   New England Commission of Higher Education (NECHE)

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

Definition of NECHE's role and mission:

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

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

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

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

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

–   is achieving its purposes;

–   has the ability to continue to achieve its purposes.

B.   Industry memberships

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

–   World Tourism Organization (UWNTO)

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

–   Association of Directors of Hotel Schools (EUHOFA)

–   World Association for Hospitality and Tourism Training (AMFORHT / WAHTT)

–   Asociación Española de Directores de Hotel (AEDH)

–   Asociación de Empresarios Hoteleros de la Costa del Sol (AEHCOS)

–   International Hotel & Restaurant Association (IHRA)

–   International Association of Hospitality Management Schools (IAHMS)

–   The Leading Hotel Schools in Europe (EURHODIP)

–   European Council on International Schools (ECIS)

–   Centro de Iniciativas Turísticas de Marbella (CIT Marbella)

–   Confederación Española de Hoteles y Alojamientos Turísticos (CEHAT)

–   Member of diverse Chambers of Commerce

–   Council of International School (CIS)

C.   Other recognitions

–   Quality Assurance: 2007-2018 - Les Roches Marbella has been awarded Quality Certification in Management Systems UNE/EN/ISO 9001:2008 by Bureau Veritas for complying with international quality standards.

–   Environmental Assurance: 2009-2018 - Les Roches Marbella was awarded Environmental Certification in Management Systems UNE/EN/ISO 14001:2004 by SGS for complying with international environmental standards.

–   Corporate Social Responsibility - In 2011 Les Roches Marbella was awarded Corporate Social Responsibility Certification in Management Systems SGE-21 by Forética and Bureau Veritas for complying with international ethical and social responsibility standards. The certification was awarded to Les Roches Marbella again in July 2014. "Conciliatory Company 2016" ("Empresa Conciliadora 2016") granted by the Delegation of Equity & Diversity of Marbella Town Hall. The award was granted in November 2016.

5.
Entry qualifications

A. BBA in global hospitality management -Admission requirements

1. Normally 17 years old and above.

2. A completed application form with all pertinent attachments and a non-refundable application fee of 250 €.

3. A copy academic credentials and original on registration day (Secondary Education Diploma or equivalent -list not exhaustive : US High School Diploma, IB Diploma (min 24 points), 2º Bachillerato, Dutch VWO (Wet op het Wetenschappelijk Onderwijs), Belgian Certificat D'Enseignement Secondaire Supérieur/ Getuigschrift van Hoger Secundair Onderwijs, Swedish Slutbetyg, UK-Minimum 2 full A-Levels, Greek Apolytirion, Australian Certificate of Education, New Zealand National CertificateAbitur, Baccalaureate, Maturité, Gymnasium, or High School Diploma --excluding Vocational High School-). Last three years transcripts with courses completed and grades received. If documents not in English or Spanish an official notarized English translation will be required).

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

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

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

7. If English is not their mother tongue or if they have not studied at least 3 years in an English-speaking school, enclose one of the following

   – TOEFL: minimum score of 70 for the internet-based test.

   – Cambridge First Certificate: grade C

   – I.E.L.T.S. Students must apply to take the Academic Module examination and obtain a minimum of 5.0 in each discipline and gain at least an overall band of 5.5.

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

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

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

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

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

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

1. Students must hold one of the following:

Previous Education - Applicants may apply with one of the following:

– Les Roches Higher Diploma in Hotel Management or Diploma in Hotel Management

– BTEC Higher National Diploma.

– Diploma of a hotel school or other recognized diploma with minimum of 2.5-year programme.

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

Professional Experience - Please provide copies of

work experience certificates in the hotel industry, if applicable.

2. English Language Requirements:

If English is not their mother tongue or if they have not studied the last 3 years in an English-taught school, enclose one of the following:

– TOEFL: minimum score of 80 for the internet-based test.*

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

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

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

C. Postgraduate diploma in International Hospitality Management // Postgraduate diploma in Marketing Management for Luxury Tourism // Postgraduate Executive Diploma in International Hotel Management

1. Minimum 21 y.o.a. (24 y.o. for Executive Diploma)

2. A completed application form with all pertinent attachments and a non-refundable application fee of 250 €.

3. Must hold a Bachelor´s Degree or Diploma (preferably, but not limited to, in the areas of Tourism, Business Administration, Economics), supported by the university transcripts and copy of university degree obtained. Applications from non-degree candidates can provide evidence of having worked minimum 3 years at management level, may be accepted to enter the Professional Development Diploma Program for PG Executive candidates: must hold a Bachelor´s Degree AND

4 years of proved worked experience in the hotel industry.

4. A reference letter of a professional or academic nature, duly signed and dated.

5. If English is not their mother tongue or if they have not studied the last 3 years in an English-speaking school/university, enclose one of the following*:

– 5.1. TOEFL: minimum score of 525 points for the paper-based test or 70 for the internet-based test.

– 5.2. Cambridge First Certificate: grade C.

– 5.3. I.E.L.T.S. Students must apply to take the Academic Module examination and obtain a minimum of 5.0 in each discipline and gain at least an overall band of 5.5.

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

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

* Unless native English speaker or students who have spent at least the last 3 years in full time English education.

D. Professional Development Diploma in International Hotel Management (PDD)

1. Age – Minimum aged 21 years old or above.

2. Education or experience – Senior High School Diploma or equivalent and transcript, plus any evidence from tertiary or continuous education such as Associate Degree, Higher Diploma, Professional Advancement certificate etc if applicable. A minimum 3 years of work experience (4 for the Executive PDD) in business or hospitality fields, preferably with position at managerial or executive level (work certificates required). Work experience required for Executive PGD and for all PDD programs, and must be proved by a duly signed and dated document by the employer containing the dates of employment, job title and duties or official work certificates.

3. Proficient in English for Higher Education

Please note:

– 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.).

E. Master's in International Hotel Management

1. Age – Minimum aged 21 years old or above.

2. Education or experience – Applicants must hold an accredited bachelor degree in any field. Little experience or no experience required.

3. English Qualifications – If you are not a native English speaker, or if you have not spent the last 3 years in an English-taught school, please enclose one of the following:

– TOEFL: minimum score of 525 points for the paper-based test or 70 on the Internet Based Test (IBT).

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

– IELTS: Academic Module minimum Overall Band Score of 5.5 and min. 5.0 in each part (listening, reading, writing, speaking).

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

F. Master's in Marketing & Management for Luxury Tourism

Minimum age: 21

Education:

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.

Postgraduate Diploma applications from non-degree holders with extensive documented work experience will be reviewed on a case-by-case basis. Non-degree holders may qualify for a Professional Development Diploma, not a Postgraduate Diploma.

Work experience:

Relevant work experience is preferable, but not required.

English level:

Must be proficient in English for higher education studies. English language exam scores (issued in the last 12 months) are required from candidates who are not native English speakers, or who have not spent the last two years in full-time English education

G. Executive Master's Programme in International Hotel Management

Minimum age: 24

Qualification:

Bachelor's degree

Work experience:

Four years

English Level:

Must be proficient in English for higher education studies. English language exam scores (issued in the last 12 months) are required from candidates who are not native English speakers, or who have not spent the last two years in full-time English education.

Please note:

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

H.   Intensive Hospitality English Language Program (IHELP)

The IHELP is only offered in conjunction with one of the Hospitality related programs for candidates who do not have the minimum required English Language entry level for the BBA or PG programs. Entry requirements are the same as for the Hospitality programs except for the English Language certificate. Please refer to the English Language Equivalency table here below.

English Language Equivalency table

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

Programs	TOEFL The Les Roches Marbella TOEFL testing code number is B941. Mention this code number when you register for a test.	IELTS (Academic) IELTS has 4 subcomponents: writing, Reading, Speaking and Listening. Each subcomponent can be at 0,5 less than the required average but not lower.	Cambridge FCE/CAE First Certificate: FEC // Cambridge Advanced Exam (CAE). Please also provide tatement of results.
IHELP15	45 IBT (Internet Based Test)	Average 4.5	PET pass
BBA1 / Diploma S1/ Masters & PGs	70 IBT (Internet Based Test)	Average 5.5 (minimum 5.5 in each subcomponent)	FCE: grade C
Direct Entry S3	70 IBT (Internet Based Test)	Average 5.5 (minimum 5.5 in each subcomponent)	FCE: Grade C
Direct Entry S4/ S6/S7	80 IBT (Internet Based Test)	Minimum an Average 6.0 (minimum 5.5 in each subcomponent)	FCE: Grade A CAE: Grade C

6.
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

A. Physical and medical 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.

B. 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.

C. 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.

7.
Miscellaneous

A. Students with learning differences

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

B. Progression policy

Each semester, students are provisionally enrolled for the following semester to ensure the continuity of planning. The actual progression will depend on the end-of-semester status of success. The progression sequence cannot be changed at the discretion of the students. Students exempted from or given authorization to postpone an internship, are accepted into the subsequent semester depending on space availability and approval of the Academic Director and Career Department office. A semester of leave of absence must be approved by the Academic Office. Extra-curricular work experience gained during a leave of absence will not automatically be validated as an internship. The student must assume the resulting administrative procedures, such as: student residency

renewal or cancelation, restriction of opportunities in certain regions, new student visa application, private insurance cover, etc. The intention to withdraw, transfer, or postpone the following academic semester, must be expressed in writing to academicsdept@lesroches.es at least 6-8 weeks before the end of the current semester to obtain approval and guidance.

C. Withdrawal from the school

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

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

8.
Calendar 2021.2

Please refer to the website for the most up to date version:
https://lesroches.edu/apply/calendar-and-academic-catalogue/les-roches-marbella-academic-calendar/

9.
Academic programs

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

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

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 7.5 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 For those whose average is below 7.5, 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.

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.

Program Content
Semester 1 BBA 1 (intake 2021.2)

Course Name	Credits
Gourmet Experiences	
Fine Dining Kitchen Immersion	1
Fine Dining Service Immersion	1
Gastro Dining Kitchen	1
Gastro Dining Service & Onology	1
Skills and Techniques in Food & Beverage	
Resort Buffet Operations Service	1
Resort Buffet Operations Kitchen	1
Patisserie & Bakery	1
Environmental Waste Management	1
Food & Beverage Trends	
Mixology and Bar Operations	1
Café Bistro Operations Service	1
Café Bistro Operations Kitchen	1
Trends for foodies	1
Rooms Division & Hotel Operations	
Front Office Operations	2,5
Housekeeping Techniques	1,5
Lodging Concepts	0,5
Concierge and Guests Relationships	0,5
Principles of Resorts: Operations & Communication	
Introduction to World Resorts	1
Numeracy for the Hospitality Professional	1
1 elective course required	3
Language (Spanish, French or German)	
1 elective course required	2
Business English	
Business Communication	
Total credits	**24**

Semester 2 BBA 2 (returning 2022.1)

Internship	10

Semester 2 BBA 3 (returning 2022.2)

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

(continued)
Semester 4 BBA 4 (returning 2023.1)

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

Semester 5 BBA 5 (returning 2023.2)

Internship	10

Semester 6 BBA 6 (returning 2024.1)

All specializations

Course Name	Credits
Customer Relationship Management (CRM)	2
Revenue & Pricing Management	3
Hospitality Financial Management	3
Models for Problem Solving & Decision Making	2
Business and Academic Research Methods	3
Data Analytics for Business Optimisation	3
1 elective course as required:	3
Total credits	**19**

Semester 7 BBA 7

Digital Marketing Strategies Specialization (returning 2024.2)

Course Name	Credits
Marketing 4.0	3
Innovative Sales Strategies	3
Digital Marketing and Content Creation	3
Global Strategic Marketing	3
2 elective courses to choose (1 elective course for honors students) as required	3/6
Total credits	**15/18**
Dissertation (compulsory for honors degree)	6
Total credits for honors degree	**21**

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

Semester 7 BBA 7

Developing and Managing Resorts Specialization (returning 2024.1)

Course Name	Credits
Project Management in Resort Properties	3
Introduction to Golf Club Management	3
Spa, health and wellness in resorts	3
Resorts management and operations	3
2 elective courses to choose (1 elective course for honors students) as required	3/6
Total credits	**15/18**
Dissertation (compulsory for honors degree)	6
Total credits for honors degree	**21**

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

Semester 7 BBA 7

Entrepreneurship and Business Development Specialization (returning 2024.1)

Course Name	Credits
SME Business Planning	3
SME Business Management	3
Maximising Return on Investment	3
Advanced Finance and Budgeting	3
2 elective courses to choose (1 elective course for honors students) as required	3/6
Total credits	**15/18**
Dissertation (compulsory for honors degree)	6
Total credits for honors degree	**21**

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

B. Exit Award

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

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

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

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

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

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

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

C. Hospitality Immersion Program

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

Two Week program   (intake 2021.2)

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

D. Postgraduate Diploma in International Hospitality Management

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

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

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

1. Develop, adapt and implement critical and transferable skills and concepts in an international hospitality management and managerial environment.

2. Evaluate, and communicate managerial decisions appropriately and effectively in an international context.

3. Evaluate complex hospitality issues and apply appropriate solutions utilizing relevant hospitality industry knowledge in a critical manner.

4. Internalize and exhibit appropriate values in terms of organizing, facilitating and co-operating in a multi-cultural team context.

5. Demonstrate a high standard of personal professional commitment and ethics appropriate for an international hospitality career.

6. Exhibit initiative, originality and the ability to adapt and respond effectively and appropriately to a changing environment with an understanding of sustainable concepts.

Semester 1: PG Diploma in International Hospitality Management (intake 2021.2)

Course Name	Credits
Hospitality Leadership and Organizational Behaviour	2
Hospitality Finance and Performance Management	3
Strategic Management in a Global Environment	2
Services Marketing in a Digital Age	3
Entrepreneurship and Business Modelling	2
Events Management	2
Hospitality Revenue Management	3
Sustainability in a Global Hospitality World	2
Total credits	**19**

Semester 2

Course Name	Credits
Internship	9

E.   Master's in International Hotel Management

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

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

Learning Outcomes
1.   Appraise and differentiate diverse service contexts using classical and contemporary hospitality management concepts.

2.   Design the most effective operational structure according to hotel typology and target market by analysing relevant management issues.

3.   Evaluate how different management theories are interpreted and applied in practice.

4.   Select and justify the optimal dynamic pricing strategy for efficient operations.

5.   Choose and devise a digital positioning strategy to implement a business transformation.

6.   Formulate informed decisions and strategies and justify them effectively to stakeholders.

Program Content
On following page

Semester 1: MIHM (intake 2021.2)

Course Name	Credits
F&B Practical: Service and Kitchen Operations	0
Rooms Division Practical: Housekeeping and Front Office	0
Design and Faciilties Management	2
Finance and Performance Management for Hotels	3
Food and Beverage Operations Operations Management	3
Global People Management in a Hotel Context	3
Rooms Division Operations Management	4
Service Marketing in a Digital Age	3
Total credits	**18**

Semester 2 MIHM (intake 2022.1)

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

Semester 3 MIHM (intake 2022.2)

Course Name	Credits
Internship	3
Total credits for Master's in International Hotel Management	40

F. Master's in Marketing and Management for Luxury Tourism

The Master's program in Marketing and Management for Luxury Business is designed to provide graduates, professionals and directors with an expert perspective required for this global and dynamic luxury tourism environment.

Understanding the impact of new technologies and new trends becomes critical for effectively doing so but also understanding the new role of the top traveller when deciding touristic destinations and experiences-

Additionally, students will receive a well-formed perspective of the luxury market, delivered by top experts of the luxury industry, by learning the triggers and drivers that most impact this market on the up. In order to lead marketing projects and strategies in the future, this program focuses on the specific knowledge and competences aimed at luxury segments, exclusive services, premium products and reputable brands.

Program Objective
The aim of the Master is to expose students to an understanding of the luxury tourism industry and its characteristics and segments to provide them with a competence in market research and data analytics.

Additionally, through a practical and field work learning approach, students will explore new marketing tools, innovative trends and technologies effectively to facilitate them with the knowledge, skills and abilities and provide them with the competence of defining successful Marketing strategy for a luxury brand in a business environment.

Learning outcomes

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

1. Analyse the luxury tourism industry and specific management theories to maximize performance.

2. Assess the impact of new technologies and the importance of new trends in the choice of touristic destinations by top luxury travellers.

3. Evaluate the trigger and drivers that impact the luxury market.

4. Explore and optimize the use of new marketing tools and technology that help penetration into the luxury market.

5. Develop a successful marketing strategy for luxury brands and enterprises.

Semester 1: MMMLT (intake 2021.2)

Course Name	Credits
Marketing Concepts	2
Sustainable Luxury and Ethics	2
Luxury Fashion and Lifestyle Trends	3
Experiential Marketing	2
Agile Digital Marketing for Luxury Businessnes	3
Strategic Data Analytics for Decision Making	3
Customer Relationship Management in Luxury	2
Total credits	**17**

Semester 2 MMMLT (intake 2022.1)

Course Name	Credits
Applied Project	4
Building Luxury Brand Equity	3
Financial Statement Analysis and Performance Management	3
Strategy and Value Creation in Luxury	3
Leadership and Talent Management	3
Luxury Event Management and Communication	3
Total credits	**19**
Total credits for Master's Marketing and Management for Luxury Tourism	39

Semester 3 MMMLT - optional (intake 2022.2)

Course Name	Credits
Internship	3
Total credits for Master's Marketing and Management for Luxury Tourism + Internship	39

G. Master Executive Programme in International Hotel Management

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

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

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

Program Objective

The Executive Master for International Hotel Management –will mainly explore different contemporary managerial perspectives and approaches for the hotel industry, providing the student with the required tools and competence to manage a department, area or a business. By the end of the course, students will have mastered universal business skills and leave with an innovative vision of leadership, resource management and decision making, to help them reach the top in hospitality management.

Learning outcomes

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

1. Optimize hotel operational structure and customer experience through analysing relevant management matters, providing solutions for a range of hotel typology and target markets.

2. Research, evaluate and apply diverse sustainable management theories within a given context, as well as develop their own business idea.

3. Select and justify the optimal dynamic pricing strategy for an efficiently managed operation.

4. Lead and implement business transformation. Choose and devise a digital positioning strategy lined up with the organizational marketing plan.

5. Formulate and justify informed decisions and strategies through modern human resource practices and effective leadership.

Semester 1: MEPIHM (intake 2021.2)

Course Name	Credits
A Practical Approach to Protocol and Etiquette	2
Advanced Hospitality Operations	2
Marketing Strategies for Hotel Management	2
Entrepreneurship and Business Modelling	2
Leadership and Organizational Behaviour	2
Renevenue Management	2
Innovative, Alternative & Sustainable Trends in Tourism	2
Data Analytics (Digital) for Decision Making	2
Total credits	**18**

Semester 2 MEPIHM (intake 2022.1)

Course Name	Credits
Applied Project	4
Crisis Management	2
International Human Resources	2
International Business Strategy in Hotels	2
Hospitality Real Estate and Investment	2
Project Management	2
Total credits	**14**

Total credits for Executive Master Programme in International Hotel Management	32

Semester 3 MEPIHM - optional (intake 2022.2)

Course Name	Credits
Internship	3
Total credits for Executive Master Programme in International Hotel Management+ Internship	35

H. Intensive Hospitality English Language Program (IHELP)

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

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

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

Learning Outcomes

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

1. Acquire the language skills (reading, writing, listening, speaking) necessary to perform at the standard academic level in the field of hospitality, undergraduate and postgraduate.

2. Apply communication strategies and techniques during a variety of professional operations related to the field of hospitality.

3. Gain first insights in the hotel industry and achieve a full understanding of its potential as a profession.

Program Content

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

10.
General education

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

Program Objectives

This mission can be further expressed in these goals:

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

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

1. Use the English language fluently and accurately and communicate effectively.
2. Understand and use the skills of information literacy: conduct inquiries and research, reflect critically on the resulting information, and use it appropriately.
3. 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. Interpret contemporary issues in relation to their historical perspectives.
9. Respond critically to works in the arts and humanities.
10. Examine social and political issues within global perspectives.
11. Be aware of and reflect on personal development.

Program Content

Arts & Humanities

Business English / Communication

Academic Communication Skills

Foreign Language (level 1)

Foreign Language (level 2)

Foreign Language (level 3)

Influencing Through Communication in Business

Math, Science & Technology

Fundamentals of Data Analysis & Visualization

Data Analytics for Business Optimisation

Models for Problem Solving and Decision Making

Social Sciences

Fundamentals of Economics

Business & Academic Research Methods

Protocol & Etiquette

Crisis Management

Sustainable Development in a Globalized World

Responsible Global Citizen and Socially Responsible Organizations

Creativity & Innovation

Managing Change and Digital Transformation

Managing in Challenging Times

11.
Professional development

Course name

Internship

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

12.
Course descriptions

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

BBA 1

Gourmet Experiences:

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

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

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

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

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

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

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

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

F&B Trends:

Mixology & Bar Operations

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

Café Bistro Operations – Service

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

Café Bistro Operations – Kitchen

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

Trends for Foodies

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

Rooms Division & Hotel Operations:

Front Office Operations

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

Housekeeping Techniques

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

Lodging Concepts

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

Concierge & Guest Relations

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

Principles of Resorts: Operations & Communication:

Introduction to the World of Resorts

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

Business English (elective)

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

Business Communication (elective)

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

Numeracy for the Hospitality Professional

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

Foreign Language

This course introduces basic foreign language emphasizing oral proficiency and communication skills. Students will participate in basic conversations on familiar subjects, interacting in a simple way, provided the other person talks slowly and clearly. They will be able to understand short texts and instructions. Students will be able to engage in a brief conversation where they can apply their knowledge to a hospitality environment. Students will reach a level equivalent to some of the elements of Level A1 of the Common European Framework of Languages (CEFR).

BBA3

Hospitality Financial Accounting

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

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.

Marketing for the Hospitality Industry

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

Fundamentals of Data Analysis & Visualization

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

Managing Diversity in the Global Workplace
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.

Principles of Sustainability and Innovation
Sustainability is these days of the key elements to success in the Hospitality Industry. The entire hospitality industry is developing sustainable plans to decrease their operation costs, to improve their marketing performance, to enhance customer's experience and to comply with the new and stricter environmental regulations. In this course you will learn that applying innovative actions and technological advances is possible to gain a competitive advantage in the globalize hospitality marketplace

BBA4

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

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

Food & Beverage Management
This course distinguishes restaurant and institutional catering concepts from hotel food and beverage management. It covers managerial, organizational, operational and financial aspects of modern food and beverage operations.
The course includes current trends, quality management and current technologies used in the food and beverage industry.

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

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

currency fluctuations in the hospitality industry is emphasized.

Hospitality Managerial Accounting

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

Rooms Inventory & Control Management

This course prepares the students to manage the rooms division within a hospitality environment. Inventory and cost control concepts will be explored and studied and students will develop the managerial and leadership vision to run this department and to lead teams. The students will learn about maximizing hotel revenue and productivity, using different pricing strategies and cost calculation methods, and keeping high quality standards based on the guest requirements.

Hospitality Facilities Management

Hospitality Facilities Management is a multi-disciplinary role which integrates physical assets, people and technology ensuring functionality of the infrastructure to increase user safety and satisfaction. This course provides an introduction to the key facilities issues from a management point of view. It incorporates sustainability as a means of decreasing operational costs, increasing organization profitability and workplace.

BBA6

Customer Relationship Management (CRM)

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.

Revenue & 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.

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.

Models for Problem Solving and Decision Making

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

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

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

Sustainable Development in a Globalized World (elective)
The course introduces the concept of Sustainability as an alternative in the societal, economic, and environmental path poised to adjust the current prioritization of economic growth as the fundamental organizing principle. Sustainability implies a multi-disciplinary approach that balances economic welfare, providing equitable opportunities for the current society without depriving the future one, while respecting and protecting the viability of the planet's natural resources and systems. The course moves beyond an understanding of the problems, offering a new and different vision of the world that will change the way students think about their lives and motivate them to become part of the solution. The course will provide an overview into the role of international organizations' strategies, such as OECD, United Nations or ISO among others, focusing on Logic Framework Approach (LFA) as

a methodology for identifying, planning, executing and controlling those aspects leading to a more sustainable development.

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

BBA7
1. Electives

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

Strategic Human Resources (elective)
This course is aimed to align a company's strategy to human capital practices of the organization. Although larger organisations might have an HR specialist, it is the role of each manager to establish a people management strategy for their employees.

Taking care of our employees entails creating, using and evaluating the necessary tools that will support these strategic decisions and increase the competitive advantage of the company.

Convention and Trade Fair Planning (elective)
Prepares the students to get a whole knowledge of MICE (meetings, incentive travel, congresses, conventions and conferences, and exhibitions) tourism and business travel. Students also will learn useful concepts and topics and how to apply to develop their MICE tourism & congress management skills, being able to organize any kind of corporate events in different venues.

Managing in Challenging Times (elective)
Managing people and assisting them to perform better is key for any supervisory and managerial positions. To enhance this performance, management skills not only include an understanding of the culture of the organization and employees' perceptions (expectations towards managers), but also an ability to adapt, especially in challenging and/or uncertain situations. Business continuity management starts through risk analysis and anticipation of actions that can covered by developing a contingency plan.

Even the best prepared manager might still stumble on unexpected issues, which needs a crisis management approach. This course prepares the students to understand these concepts both in a theoretical and a practical way.

Influencing Through Communication in Business (elective)
For the acceptance of your ideas and proposals, either in formal or informal business environments, it is decisive to be able to present them in a well-documented, clear, and persuasive way. Getting your ideas presented in a convincing manner is crucial for its acceptance and further agreement.

This practical and applied course focuses on the preparation of presentations and other forms of business communication, the projected image we wish to promote, as well as on the understanding of andragogy and audience engagement, since these components are essential to influence and get ideas across to any of the stakeholders, employees, team members, peers or even business owners or investors.

Dissertation (compulsory for honors degree)
Students are required to produce a dissertation of 10,000 words. Prerequisites to this course include the submission of a dissertation research proposal which normally comes as the final project of the Research Methods course in BBA6. After the proposal is submitted and approved, a supervisor is allocated to guide students in developing their proposal into a dissertation. Although supervised, students are mainly working independently, managing their time and applying the research skills acquired in the Research Methods course. The data used to produce the dissertation are a combination of primary and secondary research. The course provides a mechanism for individual growth and learning covering areas of research relevant to hospitality, tourism and business studies.

2. Digital Marketing Strategies (specialisation)

Marketing 4.0

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

Innovative Sales Strategies

The goal of 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.

Digital Marketing and Content Creation

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

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

3. Resort Development and Management (specialisation)

Project Management in Resort Properties

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

Introduction to Golf Club Management

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

Spa, Health & Wellness in Resorts

This course will provide the students with an introduction to Spa Resorts. Students will have the opportunity of learning how Spa and Wellness concepts have been developed over the years focusing in three areas: Sales and Marketing, Operations, and financial management. In this way the student will be able to identify and understand concepts and techniques involved in the development, management and marketing of Spa and Wellness facilities and businesses. The concept of the spa vacation is studied in depth, which will allow students having followed this course to develop managerial tools specifically designed for this kind of economic activity. The design of alternative

healing methods, wellness programs integrating body and mind, stress management and other beauty and health programs will be considered from a commercial point of view, so that students will be able to produce marketing campaigns adapted to meet consumer needs, personnel required, safety, and ethical issues regarding spas are an important part of the course.

Resort Management and Operations

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

4. Entrepreneurship and Business Development (specialisation)

SME Business Planning

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

SME Business Management

This course provides future entrepreneurs with an appreciation of the managerial skills necessary to develop, evaluate and manage an SME business successfully. It includes methods and principles for

accurately generate revenue, control costs in order to maximize profits and avoid company failure.

Maximising Return on Investment

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

Advanced Finance & Budgeting

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

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 realty, artificial intelligence and sharing economy.

HIP 02   Food & Beverage Operations Management
In this course, Kitchen, service and stewarding are taught outside of the classroom environment. The experiential learning model will be delivered in form of demonstrations, lectures, practical application, group work and discussion. This craft-based learning course is a vital component to gain knowledge and skills needed to manage and lead a successful hospitality operation in the future.

HIP 03   Rooms Division Operation Management
This course introduces the students to daily procedures surrounding the guest cycle. Highlighting the roles of front office manager and executive housekeeper, the course will also introduce advance managerial concepts relating to planning, staffing, cost and revenue control essential as a foundation for future manager. Familiarization with a property management system (PMS) will further embed the knowledge gained during workshops and discussion.

C. Postgraduate Diploma in International Hospitality Management

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

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

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

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

Entrepreneurship & Business Modelling

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

Events Management

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

Hospitality Revenue Management

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

Sustainability in a Global Hospitality World

The course provides the foundations for social responsibility in relationship to individuals, organizations, and the community in the hospitality world. In our current world there is a clear need for a transition towards a sustainable society searching for the balance between social, environmental, and business aspects of life. The course will provide an outline of Corporate Social Responsibility (CSR) as an alternative principle in the business environment for long-term sustainability. Students will be able to recognize and enforce good strategic practices, gaining the skills to analyse, develop, and make recommendations for implementing strategic CSR in hospitality organizations, or consumers wanting to behave responsibly.

D. Master's in International Hotel Management

MIHM 1

F&B Practicals: Service and kitchen operation

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

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

Rooms Division Practical

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

F&B Operation Management

This course will highlight that today F&B Departments are going through a concept turnover. There is an overwhelming competitiveness in this business; the costs involved are high and the profit margins low in comparison. This course introduces the students to the duties of an F&B Manager, both financial and operational aspects. The course stresses the importance of Total Quality Management in today´s fast track, changing world, and the importance of labour cost control and staff motivation to achieve the ultimate success of any F&B operation. The students will become familiar with Profit and Loss Statements, and how to interpret them. The course also includes a view into the practical management aspects within the school's F&B Department.

Finance and Performance Management for Hotels

This course covers principles and practices of financial accounting such as GAAP, transaction analysis, adjustments, inventory analysis, cost and other accounting concepts related to the preparation and analysis of the main financial statements. This hospitality finance course will introduce and develop the major analytical skills hospitality managers and business operators require in terms of facilitating effective financial planning, control and decision making in a hospitality accounting context. Consequently, this course integrates the major elements of financial and management accounting pertaining to a hotel/restaurant environment.

Room Division Operation Management

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

Design and Facilities Management

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

Global People management in hotel context

This course will focus on understanding the importance of the employment cycle within the hotel, and the

different variables (f.e: technology, employment law, discrimination, health and safety, …) affecting a smooth run of it. Recruitment and selection, as a key function within the Human Resources environment, will be an important area of study on this course in order to allow the students to understand the importance of having a proactive, creative and professional approach when dealing with hiring matters. It is evident that positive motivation at work provides individuals with a unique opportunity to excel in performance within the hotel industry. For that, the organization must implement strategically designed plans for example in compensation and benefits, career development, internal recruitment, and any other HR areas. Controlling the Human Resources budget will be another area of importance within the course, as all tasks delivered and developed within Human Resources will have to be budgeted and controlled for a successful evaluation of its outcomes.

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

MIHM 2

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

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

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

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

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

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

E.   Master's in Marketing & Management for Luxury Tourism

MMMLT 1

Marketing Concepts

This course introduces the key elements and practices in marketing management in the digital age such as marketing mix, types of marketing, processes and orientations. It explores marketing as a strategic business function by explaining how companies analyse and use marketing information. Through an analysis of the business ecosystem, the course explores how to create and develop profitable products, services and experiences that meet the customer's needs. The course deals with the main concepts of segmentation, targeting, positioning, designing, pricing an and promoting. It also introduces branding, consumer buying behaviour and the most appropriate channels to promote.

Sustainable Luxury & Ethics

The course offers a panoramic view on key innovative and sustainable trends in the luxury sector of hospitality. Moreover, it will go in depth to provide a foundational basis for social responsibility in individuals, organizations, and the community and how this can act as a parallel principle in the business environment. The practical component of this course requires students' ability to analyse, develop, and recommend strategic CSR in luxury organization. Moreover, this will entail students' implementation of strategic sustainable and innovative practices.

Luxury Fashion and Lifestyle Trends

With this course students will gain a valuable insight into fashion, one of the most thriving industries. From its historic development to its contemporary challenges and opportunities; production and distribution; cultural and other demographic influences that will affect the marketing of these products will be identified during this class. The student will come out with a detailed overview of this business.

Experiential Marketing

Experiential marketing pursues the creation of more comprehensive and captivating encounters with our customers. We nurture this marketing relationship by engaging their five senses and embracing the individuals as highly perceptive human beings. With this course students will learn how every product and service needs to be engaging in experiential marketing.

Agile Digital Marketing for Luxury Businesses

This course shows, provides and explain the student a reliable base of how to use the digital means as a marketing tool to create value to customers. This subject also shows technical aspects to create the target buyer persona and obtain reliable data from different sources in order to create an omnichannel business. The "world is now online" thanks to the 4th Industrial Revolution. The digital environment has made possible new digital marketing channels, new types of consumers (prosumers), new ways of creating value with data and wide range of new business possibilities.

Strategic Data Analytics for Decision Making

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

Customer Relationship Management in Luxury

CRM Customer Relationship Management is the perfect tool to help companies to implement strategies, techniques, praxis technologies to acquire long term customers. The main goal of this subject is to provide all the knowledge to a CRM system. One of the main purposes of the CRM is knowing customers even better than themselves. With this subject student will learn the importance of having strong customer relationships due to these elements: data analysis, customer retention, customer lifetime value, customer lifecycle, customer journey and the architecture of the CRM.

MMMLT 2

Applied Project

The student will learn how to put academic research together with their specific business curiosity in order to create an applied project, supervised by relevant faculty in the area of knowledge. The student will be required to present a piece of work framed in the academic content provided during the academic program. Competent in the functioning of the operational side of the hotel (semester 1), the student will be presented with a business scenario that requires further action to take based in the circumstances given by the faculty. The student must prepare an action plan and an implementation strategy supported with relevant literature review that objectively arguments and supports the provided conclusion to the given problem.

Building Luxury Brand Equity

In this course, students examine how a favourable brand and memorable brand experiences can influence

a firm's ability to withstand competitive pressures and thrive in dynamic market conditions. They will study brand management from the consumer perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity. Students will become acquainted with innovative frameworks, concepts and tools that have been adopted across industries and around the globe to build lucrative brand franchises. This specialized course looks particularly at the hospitality sector focusing on successful hospitality brands.

Financial Statement Analysis and Performance Management

This course covers principles and practices of financial accounting such as GAAP, transaction analysis, adjustments, inventory analysis, cost and other accounting concepts related to the preparation and analysis of the main financial statements. This hospitality finance course will introduce and develop the major analytical skills hospitality managers and business operators require in terms of facilitating effective financial planning, control and decision making in a hospitality accounting context. Consequently, this course integrates the major elements of financial and management accounting pertaining to a hotel/restaurant environment.

Strategy and Value Creation in Luxury

In this subject the student will learn the most important concepts, principles, strategies and techniques   in marketing to create value to potential customers in the luxury market. The luxury industry is experimenting quick and dramatic changes, therefore, nowadays it is crucial to acquire knowledge and understanding of customer, marker and business environment. Starting from the idea that the purpose of marketing is create value to get customer retention, the course begins with the analysis of marketing as a strategic pillar in any business. We then progress through an examination of the best strategies in the luxury environment to develop products and services we might profitably offer our customers.

Leadership and Talent Management

The course will examine the contemporary principles, techniques and research findings in hospitality leadership and organizational behaviour that are driving high performance and continuous improvement in hospitality. Leaders need to have a good understanding both of themselves and of those whom they will lead. 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 leadership potential. Additionally, students will explore different work environments that meet the needs of culturally diverse employees or employees whose culture is different from their own. Commitment and performance

are fostered by good human relations and leadership, so is change management too, and all demand proper attention be given to human resource planning, management and employee relations.

Luxury Event Management and Communication

This course is designed to provide students with a solid knowledge of events in the luxury resort setting. They will learn how the events industry has developed and the economic impact it has had on hotels and destinations. The students will learn how to organize an event from planning stage to its evaluation. They will apply management skills in all areas associated with event management, from logistics and operations to the strategic aspects of finance, quality control and technology needed when handling events at a resort. They will develop skills on how to negotiate with customers and suppliers in order to ensure the overall success of an event.

F.   Master's Executive Programme in International Hotel Management

MEPIHM 1

A Practical Approach to Protocol & Etiquette

This course explains various aspects of protocol and etiquette in official and unofficial events.

The correct way of addressing protocol and etiquette in public, in office, while attending or when organizing an event will be explored and practiced. It will be critical to the subject to develop cultural awareness as key for quality hospitality service in international environments.

Advanced Hospitality Operations

This course focuses on describing, analysing different challenges in hospitality operations. Concepts like departmental cost control systems, capital and operating budgets, and resources optimizing techniques will be discussed. The student will learn to evaluate operations and implement corrective actions for managerial enhancement in rooms division and food and beverage departments.

Marketing Strategies for Hotel Management

In this course, the student will learn marketing concepts, principles, techniques, strategies in the digital era, and how digital marketing and omnichannel marketing are connected to the overall management of hotels. The hospitality and tourism industry are experiencing rapid and dramatic changes because of the 4th industrial revolution; therefore, knowledge and understanding of technology and marketing concepts are of vital importance for success.

Starting from the idea that the purpose of marketing is to create and deliver value to engage with consumers, and establish long term relationships, the course begins with the examination of omnichannel marketing as one of

the main strategic pillars in any company nowadays. Then we progress through an analysis of the business ecosystem, and how to create long term sustainable products and services for a wide range of digital travellers: baby boomers, generation X, millennials, generation Z and digital natives.

Entrepreneurship and Business Modelling
The course aims to develop an understanding of the process of entrepreneurship within the hospitality business environment. Building on a number of previously and simultaneously taught units, students will acquire the knowledge and skills to enable them to make a planned decision to proceed and develop own ventures. Through business modelling and value-enhanced decision making, students can adopt an entrepreneurial approach within existing organizations and perform well when studying alternative or leading a project.

Leadership and Organizational Behaviour
The course will examine the contemporary principles, techniques and research findings in hospitality leadership and organizational behaviour that are driving high performance and continuous improvement in hospitality. Leaders need to have a good understanding both of themselves and of those whom they will lead. 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 leadership potential. Additionally, students will explore different work environments that meet the needs of culturally diverse employees or employees whose culture is different from their own. Commitment and performance are fostered by good human relations and leadership, and so is change management; all demand proper attention be given to human resource planning, management, and employee relations.

Advanced Finance and Budgeting
This course is an introduction to using advanced planning techniques and tools in the budgeting process. Students will apply the theoretical concepts learned in class to solve budget exercises with extensive uses of excel. Students will also learn how to analyse and estimate revenues and expenses under uncertainty, using forecasting and regression models, based on the historical data available. This course also introduces performance estimation and risk through sensitivity, scenario analysis and Montecarlo simulation.

Revenue Management
Revenue Management strategies are crucial for long-term sustainability in hotels. This subject provides students an overview of revenue management for the hotel industry in terms of a process created to increase revenue. Demand and pricing are important variables to be understood. Additionally, the students will be given a foundation in strategies and models, such as pricing models, forecasting, group management and overbooking, strongly considering the optimization of their assets and this critical management function for hotel business development and success.

Innovative, Alternative & Sustainable Trends in Tourism
The course will identify different alternative, innovative and sustainable trends in hospitality. This subject's objective is to explain the needs of nowadays responsible travellers demanding alternative experiences. The course will provide an overview of Corporate Social Responsibility as an alternative principle in the business environment. Students will be able to identify and implement some good strategic practices and gain the skills to analyse, develop, and make recommendations for implementing strategic CSR in organizations or consumers wanting to behave responsibly

The course will also discuss and present different alternative touristic destinations as well as the importance of innovation in the hospitality sector.

Data Analytics (Digital) for Decision Making
The course will equip students with the skills required to understand and interpret quantitative data. The course takes a holistic view of how statistical data analytics have developed as a means for hotel managers to make decisions. Statistical terminology and techniques, inferential statistics and probability theory are covered. Descriptive and predictive analytics, including different forecasting techniques are analysed and applied to the hospitality industry. Students will sharpen their cognitive capacity to deal with numbers and statistical techniques by examining and practicing how quantitative data analytics impact managerial judgments.

MEPIHM 2

Applied Project
The student will learn how to put academic research together with their specific business curiosity in order to create an applied project, supervised by relevant faculty in the area of knowledge. The student will be required to present a piece of work framed in the academic content provided during the academic program. Competent in the functioning of the operational side of the hotel (Term 1), the student will be presented with a business scenario that requires further action to take based in the circumstances given by the faculty. The student must prepare an action

plan and an implementation strategy supported with relevant literature review that objectively arguments and supports the provided conclusion to the given problem.

Crisis Management

Analysing and assessing potential situations that can harm our organization are necessary to survive in our complex and rapidly evolving business environment. Often this analysis results in a contingency plan to anticipate our reactions to emergencies. Although a good risk management approach is a strategy to avoid a crisis, sometimes we are still faced with disruptive and unexpected events. A crisis will need an immediate attention to ensure business can return to normal as fast as possible, as well as protecting our assets and our reputation. Our current digital world does offer advantages in our management of a crisis although challenges such as fake news and leaks via social media can create damages to our organization. This course has both a theoretical as a practical approach to crisis management, including a base of risk management analysis and contingency planning.

International Human Resources

Human resources management tactics are part of an organization's strategy and need to be applied by all managers within that organization to achieve a competitive advantage. Managers therefore need to be familiar with common Human resources (HR) practices. These practices include recruitment, selection, performance management including development as well as compensation (or total rewards). Significant challenges and contemporary changes can be derived from the globalization and force us to adapt these HR practices into an international context. International Human resources uses the advantages and will try to overcome the challenges the globalization of the work force brings to the organization.

International Business Strategy in Hotels

By taking this course the students will be able to understand a framework of the main elements in international management and global business strategy. International Business Strategy in the hotel and tourism industry nowadays requires the analysis of a huge, and a very complex ecosystem. Unreliable and incomplete information due to technology and fake news influences the ability to fight OTAs and the design of business strategies based on data available and collected.

This course offers a wide a range of elements (lectures, practical exercises, class discussions, case studies and presentations to understand how to adapt business strategies to different cultural scenarios. Therefore, students will have the opportunity to develop and practice analysis, investigations, research and

campaigns in a global business environment.

Hospitality Real Estate & Investment

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

Project Management

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

It is undeniable that nowadays projects are an increasingly important aspect of any modern business including the hospitality industry. Therefore, this course provides a systematic introduction to the main aspects of project management.

The course also underlines the importance of understanding the relation between projects and the strategic goals of the different hospitality organizations. Furthermore, throughout the course, the different stages of project management are reinforced by hospitality real life situation.

G. Intensive Hospitality English Language Program (IHELP)

Culture in Hospitality

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

Hospitality Innovation

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

Operating in English

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

The Taste of Hospitality

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

Learning from the Experts

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

Talking the Business: Satisfying Customers

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

Understanding the Business

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

H.   General education

Arts and Humanities

Business English (elective)

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

Business Communication (elective)

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

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.

Foreign Language (level 1)

This course introduces basic foreign language emphasizing oral proficiency and communication skills. Students will participate in basic conversations on familiar subjects, provided the other person speaks slowly and clearly and will interact in a simple way. They will be able to understand short texts and instructions. Students will be able to engage in a brief conversation where they can apply their knowledge to a hospitality environment. Students will reach a level equivalent to some of the elements of Level A1 of the Common European Framework of Languages (CEFR).

Foreign Language (level 2)

This course reinforces and extends the language learned in level 1, reviewing learned content and introducing new structures. Class work emphasizes development of confidence in speaking. A wide variety of vocabulary will be introduced to enable students to interact in a range of everyday situations, including hospitality contexts. Students will achieve further competence in the language at level A1 and begin to develop some elements of level A2 of the Common European Framework of Languages (CEFR).

Foreign Language (level 3)

This course reviews and extends contents and structures from level 2 and gives students the possibility to talk about their habits and their experiences. Students will also develop skills for making simple exchanges of information in formal and informal situations, including hospitality contexts. This course will enable students to reach competence in language equivalent to elements of the A2 level of the Common European Framework for languages (CEFR).

Foreign Language (level 4)

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

Influencing Through Communication in Business (elective)

For the acceptance of your ideas and proposals, either in formal or informal business environments, it is decisive to be able to present them in a well-documented, clear, and persuasive way. Getting your ideas presented in a convincing manner is crucial for its acceptance and further agreement.

This practical and applied course focuses on the preparation of presentations and other forms of business communication, the projected image we wish to promote, as well as on the understanding of andragogy and audience engagement, since these components are essential to influence and get ideas across to any of the stakeholders, employees, team members, peers or even business owners or investors.

Math, Science and Technology

Fundamentals of Data Analysis & Visualization

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

Data Analytics for Business Optimisation

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

Models for Problem Solving and Decision Making

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

Social Sciences

Fundamentals of Economics

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

Sustainable Development in a Globalized World (elective)

The course introduces the concept of Sustainability as an alternative in the societal, economic, and environmental path poised to adjust the current prioritization of economic growth as the fundamental organizing principle. Sustainability implies a multi-disciplinary approach that balances economic welfare, providing equitable opportunities for the current society without depriving the future one, while respecting and protecting the viability of the planet's natural resources and systems. The course moves beyond an understanding of the problems, offering a new and different vision of the world that will change the way students think about their lives and motivate them to become part of the solution. The course will provide an overview into the role of international organizations' strategies, such as OECD, United Nations or ISO among others, focusing on Logic Framework Approach (LFA) as a methodology for identifying, planning, executing and controlling those aspects leading to a more sustainable development.

Responsible Global Citizen and Socially Responsible Organizations (elective)

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

Students will be able to identify and implement some good strategic practices and gain the skills to analyse,

develop, and make recommendations for implementing strategic CSR in organizations or consumers wanting to behave responsibly.

Business & Academic Research Methods

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

Creativity and Innovation (elective)

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

Protocol & Etiquette

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

Crisis Management

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

in the debriefing session the participants will reflect on their performance, both individually and as a group, and learn more about the crisis management skills they have used, while pointing at ways to improve in the future.

Managing Change and Digital Transformation (elective)

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

Managing in Challenging Times (elective)

Managing people and assisting them to perform better is key for any supervisory and managerial positions. To enhance this performance, management skills not only include an understanding of the culture of the organization and employees' perceptions (expectations towards managers), but also an ability to adapt, especially in challenging and/or uncertain situations. Business continuity management starts through risk analysis and anticipation of actions that can covered by developing a contingency plan. Even the best prepared manager might still stumble on unexpected issues, which needs a crisis management approach. This course prepares the students to understand these concepts both in a theoretical and a practical way.

13.
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. 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

2. 1 one) US credit corresponds therefore to a total workload of approximately 45 (forty-five) hours.

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

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

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

References

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

14.
Academic regulations for undergratudate programs

(Valid for the following semester: 2021.2)

The content of this document 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.

1.   Change of program

Once the semester begins, a student may apply through the Academic Department (academicsdept@lesroches.es) to transfer from one program to another up until the end of the second week of the semester's calendar, during their entry semester.

2.   Course exemptions and challenge for credits

On the undergraduate programs, students who have studied the syllabus and who feel they have already covered the material in another certificated course elsewhere and within the last two years, may apply for a course exemption before the end of the second week of the semester, by:

–   Applying initially to the Academic Department (academicsdept@lesroches.es) for an exemption.

–   Providing a detailed syllabus in English for comparative purposes.

–   Providing a transcript of the grade achieved for the previous course taken.

Should the application of Exemption be refused with valid reason, students may still apply for "Challenge for Credit" according to the following procedure:

–   Applying initially to the Academic Department (academicsdept@lesroches.es) for a Challenge for Credit.

–   If there is a request to "Challenge for Credits" when the student commences any semester, the challenge must be taken in the first two weeks of the semester.

–   The Program Manager must make arrangements for the test if they consider it appropriate for the student to attempt the challenge.

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

–   5.   A passing grade must be obtained to gain

credits, but no grade will be recorded in the transcript. The notation CR will be entered, and the semester average is not affected.

A maximum of 15 credits over the 3.5 years of a Degree program may be earned by challenge or exemption, with normally 6 credits per semester.

The Challenge for Credit request will be evaluated by the Academic Director and, if accepted, the student will be informed of the exam schedule.

A fee will be charged for a challenge examination according to the current semester's information. Tuition fees are not refundable for credits obtained via Exemption or Challenge for Credits

3.   Grading

The grading policy uses the range of 0 to 10, where 10 is exceptional work and 6 is the achievement standard.

Grading Scale:

A) Written work (following page)

Work which fulfils the criteria below, but at a quite exceptional standard	9.0+
Work of distinguished quality which is based on a very extensive reading and which demonstrates an authoritative grasp of the concepts, methodologies and content appropriate to the course and to the assignment task. There is clear evidence of originality and insight and an ability to sustain an argument, to think analytically and/or critically, effectively to synthesize and reflect a complex engagement with the aesthetic material.	8
Work which clearly demonstrates all the qualities expressed below but which reveals greater imaginative insight and more originality.	8.4
Work which clearly demonstrates a sound and above average level of understanding of the aesthetics, concepts, methodologies and content appropriate to the course and which draws on a wide range of properly referenced sources. There is some evidence of critical judgments in selecting, ordering and analysing content. Demonstrates some ability to synthesize material and to construct responses, which reveal some insight and may offer occasional originality.	7.5 - 7.9
Work of the qualities expressed below but which contains a greater degree of critical analysis and original insight or creativity and perception. A range of methods will be used.	7.0 - 7.4
Work derived from a solid base of reading and which demonstrates a grasp of relevant material and key concepts and an ability to structure and organize arguments. The performance may be rather routine but the work will be accurate, clearly written, include some critical analysis but little or no original insight or creative thinking. There will be no serious omissions or irrelevancies.	6.5 - 6.9
It is anticipated that all assessment criteria are met. Competent and suitably organized work which demonstrates a reasonable level of understanding but which lacks sufficient analysis and interpretation to warrant a higher grade. 6.0: THIS GRADE IS THE MINIMUM PASS FOR THE UNDERGRADUATE AND THE GRADUATE DIPLOMA	6.0 - 6.4
There may be some misunderstanding of certain key concepts and limitations in the ability to select relevant material so that the work may be flawed by some omissions and irrelevancies. There will be some evidence of appropriate reading but it may be too narrowly focused.	5.5 - 5.9
Work, which shows a very basic understanding. Important information may be omitted. The work may be descriptive, but of poor structure meaning it does not meet the requirements of a pass.	5.0 - 5.9
Work, which evidently shows a lack of preparation and suggests that it has been quickly constructed without thought or argument. Major elements of assessment criteria are not addressed or are inappropriately treated. The student may have problems with understanding and writing. Credits are awarded at this minimum standard.	4.0 - 4.9
Work, which shows no evidence of preparation, understanding and/or fails to address the assessment criteria. The student may have problems with understanding and writing.	1.0 - 3.9
Student is not present or has submitted work which has either not met the official deadline or which has been submitted on time, but shows clear evidence of plagiarism or cheating.	0

B) Practical work

Students demonstrate high levels of professional capability. They are objective and self-critical in their self-evaluation. They work with a very positive attitude showing leadership potential but respecting peers and superiors.	9.5
Students show highly developed professional performance. They show a positive attitude and team spirit. They are objective in self-evaluation.	8.5
Students show well-developed professional performance. They have a positive attitude and are objective in self-evaluation.	7.5
The student makes an effort to progress and learn. Professional capabilities are sufficient and attitude is adequate however, may lack team spirit and fails to take initiative.	6.5
6: THIS GRADE IS THE MINIMUM PASS FOR PRACTICAL WORK Professional capabilities are sufficient and attitude is adequate. Capable of being a leader, but remains a follower. The student lacks initiative and their self-evaluation is insufficient.	6
The level of professional performance is insufficient The student has acquired professional knowledge, but may lack punctuality or a hygienic approach or positive attitude.	5.5
The level of professional performance is insufficient, there are no positive efforts made for improvement.	4.5
The level of professional performance is insufficient. The student recognizes errors but does not appear to make an effort in order to improve. The student may be easily influenced by his peers in a detrimental way.	3.5
The student's attitude is often negative and they are not motivated. There is likely to be difficult in placing the student in a training position due to lack of enthusiasm for the industry and ability level which is below average.	2.5
A very negative attitude with no motivation for the industry. The student overestimates him/herself and does not recognize mistakes. Professional capabilities are insufficient to place in a training position.	1.5
Student often absent making it impossible to evaluate.	
Student has not attended Practical Classes.	0

4. Submission of assingments

Assignments must be submitted on time and according to the faculty's instructions. Failure to submit on time will incur the following penalty:

– 0 will be recorded for that assignment.

5. Incomplete work

Students prevented by illness or other legitimate reasons acceptable to the Progression/ Awards Board from completing requirements of a course before its completion, will have the designation 'INC' (incomplete) assigned on the grade report sheet. No grade point is recorded and the semester average is not affected.

At this point, and prior to submitting the corresponding supporting evidence to the Academic Department

(academicsdept@lesroches.es) within 24-hours of the absence date, a completion date will be stated. If, the stated completion date has been passed and the course is not duly completed, a "one percent" will be awarded for the concerned assessment. The semester average will then be recalculated.

6. Progression

6.1 Bachelor of Business Administration

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 6

– have no course average below 4 within each module.

BBA 3 and BBA 4

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

– have no more than two courses with course average below 6.

– have no course average below 4.

BBA 6, 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 courses with course average below 6 in either semester.

– have no more than three courses with course average below 6 in both semesters combined.

– to receive the mention of the specialism on their degree the student must pass the four subjects specific to that specialization.

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

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

– have no grades below 6 in the BBA6 semester (before re-sits)

– have an average in excess of 7.5 in the BBA6 semester

– have acceptable dissertation proposal by the end of the BBA6 semester

– prepare dissertation during the BBA7 semester (in place of a general education class)

– have no more than two courses with course average below 6.0 in the final semester (after re-sits)

If these progression requirements are not reached the student must take re-sit examinations, and/or attend retake classes, in the failed subjects, and pay the appropriate fees (see below for more details).

The Awards/Progression Committees are the final arbiters in these matters.

6.2 IHELP15

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

achieve a grade of 5.5 or above in the final language exam.

7. Award and Classification

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

7.1 Bachelor degree programs:

Following re-sit examinations, no course grade below 40% and no more than three credit courses (or equivalent) with course average below 6.0 are permitted for the final year (two academic semesters combined).

The average of the final two academic semesters is considered to determine the classification.

– Merit: 7.5 to 8.4

– Distinction: 8.5 and above

8. Resits and retakes

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

– A re-sit is a one-off examination which must be taken in all failed subjects when a student has failed the semester of study. These are subject to an examination fee.

– A retake class is for students who have not achieved the progression requirements after attempting the re-sit exams. In this case, they must attend all the classes of the failed subject again and complete all the assignments set.

Retake classes are scheduled in priority to the next semester's classes, and a full tuition fee per subject will be charged. If a student has still failed to achieve the progression requirements after completing retake classes, then they are permitted one final re-sit examination in the failed course(s). If the student is again unsuccessful with the re-sit examinations they will be required to withdraw from their studies.

Notes on Re-sit Examinations

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

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

– The Academics office will also provide the students with a re-sit examination schedule, so the student can make sure that they return to campus on time.

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

– It is the students' responsibility to make sure they arrive on campus in time to complete the re-sits.

– The appropriate re-sit examination fees will be charged by the accounting office. This charge is based upon the number of failing subjects for each student, which will be sent from the Academics office to accounting after the various awards/progression boards.

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

– Students who miss the scheduled re-sit examinations without prior permission will need to complete retake classes in the failed subject(s).

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

– If this replacement examination is not taken (for whatever reason) then the student must either retake the failing subject(s), or postpone the current semester.

– For each re-sit the student will be awarded 6.0 if passes or the original original average if the re-sit grade is lower than the original. It is compulsory to re-sit all courses unless prohibited and specified otherwise in the communication from the Academic Office.

Notes on Re-take Courses

– Students who have not met the minimum achievement grade (after re-sit) in more than two subjects will not normally be able to fully progress into the next semester of study until they

have retaken and passed the failing courses.

– A re-sit examination will not be permitted if the fail was due to cheating. In this case the student may have to retake the failed course depending on the overall progression status.

– If the student has not met the achievement level for the semester, after the re-sit examinations, he/she must retake the failed course(s), or equivalent course(s), at the appropriate campus of current study.

– Students, who after the re-sit examinations are still failing 50% or more of the semester's subjects, must retake all the failed classes. Therefore, they will not be able to progress with their studies into the following semester.

– The Awards Committee may allow a maximum of two subjects to be taken concurrently with the next semester, providing the timetable allows it. In addition, a student cannot progress to a new semester, if they are still failing the semester prior to the most recent one studied.

– The total amount of absences for the retake course is based on the number of credits per subject to retake.

9. Examination regulations

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

A student may be allowed to take an examination at other than the scheduled time only if he/she is incapacitated due to illness or accident, which is certified or due to death in the immediate family. An examination which is missed for reasons other than the above will result in a grade of one percent (please refer to Missed Exams Policy, IT-2206).

A student who misses an exam for the reasons described in Policy IT-2206, must notify their Program Manager within one day of their return to school with supporting evidence. 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 one percent will be awarded to calculate the course average.

A student who believes that his/her circumstances fall into other than the categories described in Policy IT-2206, must present supporting documentation and must request a supplemental examination to the Academic Director, whose decision will be final. This

will be a different examination and there will be a fee for a supplemental examination. Travel plans are not an excusable reason for missing an examination.

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

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

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

It is the students' responsibility to ensure the completed exam is submitted to the invigilator.

10. Plagiarism and cheating

Plagiarism is the act of presenting another's ideas or words as one's own. Cheating includes, but is not limited to, the intentional falsification or fabrication of any academic activity, unauthorized copying of another person's work, or aiding and abetting any such acts.

These acts are forbidden for any graded work assignment such as quiz, test, examination, case study, project or report and such acts will result in a grade of one percent for that piece of work. Should the student fail a course due to such a one percent grade, a re-sit examination may not be permitted. A fail given in these circumstances is part of the progression considerations. Having completed the Research Methods course, there is no excuse for students in their final semester to be involved in any aspect of Unfair Practice and the Awards Board will not entertain or tolerate these activities. The discipline process attached to this behaviour is described in the "UNFAIR PRACTICE POLICY" available from the Dean's office.

11. Learning differences

Students are required to make known any medical problems and/ or learning differences they have which may affect their ability to progress. This information is requested on the application form. Diagnosed learning differences such as dyslexia, dyspraxia, ADD, ADHD will be accommodated as far as is possible by the School. The student must approach the Student Counsellor at the beginning of each academic semester to arrange the support needed and to be granted the facilitating conditions (please refer to Academic Difficulties Policy).

12. Maintenance of Academic Standing

Students who, in the judgment of the Awards Committee or the Academic Director, consistently fail to maintain satisfactory standards will, in the normal course of events, receive notice of:

– Academic Warning on the first occasion.
– Academic Probation on the second occasion, and will be
– 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 designation INC (incomplete) recorded in their academic records for all attended courses with no valid course average or credits. The Progression / Awards Board will specify any conditions or exclusions affecting the required withdrawal.

13. Academic Records

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

14. Grade report sheet

At the end of each semester, the student is issued with a Grade Report Sheet. This may be a paper or an electronic version. The report will list those courses, which contribute to the current semester of study and will show for each, the final grade and earned credits.

The Official Final Transcript and/or final award document will be issued at the completion of the program, or the confirmed withdrawal from the program, free of charge. Additional copies of official transcript or duplicate of final award (in case of loss

of the original) can be obtained from the Academic Department (academicsdept@lesroches.es) for a fee.

15. TRANSFER OF CREDITS

Credits earned at the School are transferable at the discretion of the receiving school, college or university. Historically, students have successfully transferred credits to major colleges and universities throughout the world.

Students may apply to transfer their studies to another Les Roches Global Hospitality Education institution. To do so, the student must make an appointment with the Student Affairs Department (mmacri@lesroches. es). Upon application, the student will be informed of the full transfer procedure. All transfer requests must be completed before the student leaves the School for the practical semester.

Later applications will not be considered. Transfer to another Les Roches Global Hospitality Education institution will be approved by the Directors of both institutions, according to availability at the intended transfer school.

16. VALIDITY OF REGISTRATION

After graduation, a student's registration and credit remains valid for twice the length of their program's duration (unless other regulations apply).

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

18. APPEALS

Students may lodge an appeal to the Academic Committee via the Academic Department (academicsdept@lesroches.es) within 15-working days from the communication of their results (assuming 5-delivery days from post-mark) when:

a. The published results of grades are suspect of containing arithmetical errors or other errors of fact.

b. Exceptional personal circumstances could have an adverse effect on the candidate's performance. Besides providing third party evidence, which substantiates the claim, the candidate must provide good reasons why the invoked reason was not made known to the Awards Committee before it took place.

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The Progression/Awards Board

The Progression/Awards Board comprises of the Academic Director, Program Managers, Academic Services Office and the relevant faculty members.

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

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The Progression/Awards Board may only question these recommendations if and when errors of fact or procedural mistakes are suspected to have influenced the Appeals Commission's recommendation(s). If such is the case, the Progression/Awards Board must resubmit the case to the Appeals Commission with all the necessary documentation. Appellants are required to pay an administration fee.

Appeals Commission

- The General Manager

- The Student Services Director

- Independent Educational Representative (External)

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The Quorum for this committee is two of which at least one independent and one representing the school.

Equal Opportunity Policy for Students

The primary purpose of Les Roches Global Hospitality Education is to provide a rich and professional education for Managers of the future. This objective is part of the Institutions' mission. To this end, Les Roches Global Hospitality Education is committed to equality of regard and of opportunity for all its students, irrespective of religion, ethnicity or culture, gender, marital status, disability, age or sexual orientation. In its policies and practices Les Roches Global Hospitality Education will seek to enhance the self-esteem of all those it serves. It will seek to create a learning environment in which individuals are encouraged to fulfil their potential.

The commitment to equality of regard and opportunity is a fundamental policy that pervades all the school's activities and is endorsed by the Board. All members of the Les Roches Global Hospitality Education community are expected to ensure that their actions embody and uphold this commitment.

The Institution will seek to ensure that:

- Its publications reflect the policy.

- Program admissions requirements are free from unnecessary barriers.

- Selection procedures are operated fairly.

- Teaching and Learning materials produced in the college are free from stereotypes.

- Assessment procedures are fair for all candidates and allow impartial opportunities for students to demonstrate their potential.

- Services and access to them is assured.

This policy is set within the institutional dress code and conduct codes which set the parameters for student behaviour and conduct.

"If you feel that you have been discriminated against after using all the internal processes, you may take your complaint to an Independent Equal Opportunities Ombudsman. You must take this action within 5-working days and submit a comprehensive file relating to the complaint at: EqualOpportunities@ lesroches.es

19. ATTENDANCE POLICY

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

20. ABSENCES

Absences will be recorded by each lecturer for each period and when a student is absent, the lecturer will report the absence on a daily basis. A single period counts as one absence, a double period counts as two absences, etc.

It is essential that students are not absent from more than the recommended amount of lessons. This is to justify the credits awarded for each course and to give students the best possible chance of passing the program.

Absences are taken at students' discretion. They are to be used for: illness, personal 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.

Letters are sent when absence hours reach:

- 20 hours or above

- 40 hours or above

Extenuating circumstances may, in some cases be taken into consideration, with particular reference to serious illness.

The Director or Academic Director may allow students to be absent in some circumstances and these absences will not count towards the student's total. Any requests of this nature should be made in writing prior or immediately after the student's absence. If a punctuality letter is sent before the student's request is received

these absences will remain on the student's record.

Lessons missed due to in-house presentations and interviews will not count towards the total absence although students must register to attend presentations. Students will still be marked as absent from class but the Student Relations Dept. will adjust this once their attendance is verified.

Absence from class does not release students from responsibilities of submitting work and projects on time, or of taking exams, quizzes and group work. The tutor may elect to give a failing mark if a student does not attend a scheduled class even if the student is within the absence limit for that particular course.

20.1 ALL PROGRAMS

During one semester students are allowed to be absent for a maximum of 60 periods / contact hours; this includes both academic and practical classes.

Absence per course

Students are allowed to be absent from a maximum of 30% of the contact hours for any one academic course. This represents 14 hours of a 45-hour theory course. An academic course of 45 periods is considered as failed if a student misses more than 30% or a total of 15 periods.

A student registered in the IHELP programme will be suspended if they exceed 50 hours of absence from the English classes.

20.2 PRACTICAL DUTY

If a student is consistently late for a craft-based learning class the teacher is entitled to schedule them to work extra duty. This extra duty time and date will be communicated to the student well in advance of the duty. When a student is absent from a class, the absence will be recorded and deducted from the student's absence record. If a student is late for a class, this is also recorded.

Because practical duty involves working as a member of a team, it is important that students communicate with the teacher in charge if they intend to be absent. This can be either verbally, if known in advance, or by email for any illness or other emergency. In these situations, students should send an email to the teacher in charge before the practical class / duty is due to start. Students who do not communicate their absence before a scheduled class / duty will be deducted 0.2 from their behaviour mark for each offence.

The period is considered missed if at the start of the period the student is not present. Teachers may decide not to accept late students to class since this can disrupt the learning of other students.

It is the student's responsibility to manage the hours and to inform the practical program manager of any circumstances that will have an effect on the failed course policy.

Lunch meals scheduled at the restaurant

The objective for the lunch schedule at the restaurant is for students to learn through observation and by experiencing a formal service. All the academic schedules have been designed so that students can participate in this learning. In order to guarantee the delivery and keep within the high standard of the service and kitchen program the following standard of excellence will be implemented:

- All students scheduled for the lunch must be at the restaurant to sign in for lunch at the start of the session.

- All students who have signed in will immediately proceed to be seated. At times, there is an overflow of students due to reservation by outside guests. Should this be the case, students who have lined up to be seated first will be released first.

Invalid semester

Students have 60 periods per semester that may be used for illness, interviews or any other emergency. It is very important to understand that the semester will be invalidated should the total absences for the semester go over 60 periods.

At the start of the semester, a 6-point passing grade is awarded to all students for discipline and behaviour and students are expected to keep this passing grade. Should the discipline mark fall below 4 points the semester will be regarded as failed and will be invalidated.

Repeating hours missed at weekends

Missing practical duty during weekends and during exam days will result in disciplinary point deduction as per the published policy.

In addition, the missed hour will have to be compensated with extra duty on another weekend. This duty will be scheduled by the teacher.

Uniforms / Behaviour / Gross negligence

Disciplinary points will be deducted if students damage

equipment through gross negligence or deliberate act. Disciplinary points will also be deducted for incomplete uniform or if the student misbehaves in any way.

In addition to the above sanctions, the Program Manager reserves the right to assign extra duty for frequent absenteeism or in cases of severe misbehaviour.

20.3 ABSENCES POLICY PARTICULAR TO HYFLEX (APPLICABLE ONLY TO SEMESTER 2021.2)

Given the current circumstances related to the pandemic, Les Roches has applied a HyFlex approach to attendance to class.

HyFlex allows students to decide before the start of the semester if they are willing to attend their semester remotely or physically. Students must have previous authorization for this prior to their arrival.

Students may not follow classes remotely without prior official authorization from the school.

20.4 REMOTE STUDENTS

- Attendance taken as usual and recorded in absence management system

- In case a student does not remain online for the full session or does not participate actively, he/she will be marked as absent

- Cameras must be turned on during the sessions

- Business dress code is required for sessions

20.5 FACE TO FACE STUDENTS

Attendance Policy is applied as per Standards.

20.6 REMOTE ATTENDANCE TO A PARTICULAR CLASS

Students on campus attending face to face classes that encounter extenuating circumstances that don´t allow them to attend a particular class (such as the need to isolate or quarantine) may also use the remote tool to follow that class, as long as they comply with the following premises:

1. Students must request remote attendance to a particular class by email to the semester coordinator and provide corresponding justification for this request

2. The request must be received 24 hours before the scheduled class(es)

3. Remote attendance must:

- Follow the established business dress code

- Have cameras turned on during the sessions

- Remain online for the full session and participate actively

- Lateness policy will be applied

Failing to abide by the above points will be considered as an absence.

20.7 REMOTE ATTENDANCE FOR A PROLONGED PERIOD / REQUEST TO SWITCH TO REMOTE CLASSES FOR THE REMAINDER OF THE SEMESTER.

Students on campus attending face to face classes that encounter extenuating circumstances that require them to attend remote classes for a longer period of time or would need to request to switch to remote learning for the remainder of the semester will have to request the LRM Remote Requests Form from the Academic Department.

The request will then be reviewed by a special commission taking into consideration the nature of the request and understanding students particular and individual cases.

Requests will be answered within a maximum of 2 weeks of the submission.

The request is not official until student received the corresponding authorization and students may not follow classes remotely without prior official authorization from the school.

FINAL DISPOSITION

1000.1

The present regulations are adopted by the Management of the Les Roches Global Hospitality Education and shall be effective from September 2021.

1000.2

The Management reserves the right, at all times, to make amendments according to circumstances, without giving prior notice.

15.
Academic regulations for graduate programs

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

1. Change of program

Once the semester begins, a student may apply through the Academic Department (academicsdept@lesroches.es) to transfer from one program to another up until the end of the second week of the semester's calendar, during their entry semester.

2. Course exemption and challenge for credits

There is no exemption or Challenge for credits option for the PGD and Master Degree Programs.

3. Grading

The grading policy uses the range of 0 to 10, where 10 is exceptional work and 6 is the achievement standard.

Grading Scale:

A) Written work

Work which fulfils the criteria below, but at a quite exceptional standard.	9.0+
Work of distinguished quality which is based on a very extensive reading and which demonstrates an authoritative grasp of the concepts, methodologies and content appropriate to the course and to the assignment task. There is clear evidence of originality and insight and an ability to sustain an argument, to think analytically and/or critically, effectively to synthesize and reflect a complex engagement with the aesthetic material.	8.9 - 8.9
Work which clearly demonstrates all the qualities expressed below but which reveals greater imaginative insight and more originality.	8.4
Work which clearly demonstrates a sound and above average level of understanding of the aesthetics, concepts, methodologies and content appropriate to the course and which draws on a wide range of properly referenced sources. There is some evidence of critical judgments in selecting, ordering and analysing content. Demonstrates some ability to synthesize material and to construct responses, which reveal some insight and may offer occasional originality.	7.5 - 7.9
Work of the qualities expressed below but which contains a greater degree of critical analysis and original insight or creativity and perception. A range of methods will be used.	7.0 - 7.4
Work derived from a solid base of reading and which demonstrates a grasp of relevant material and key concepts and an ability to structure and organize arguments. The performance may be rather routine but the work will be accurate, clearly written, include some critical analysis but little or no original insight or creative thinking. There will be no serious omissions or irrelevancies.	6.5 - 6.9
It is anticipated that all assessment criteria are met. Competent and suitably organized work which demonstrates a reasonable level of understanding but which lacks sufficient analysis and interpretation to warrant a higher grade. 6.0: THIS GRADE IS THE MINIMUM PASS FOR THE UNDERGRADUATE AND THE GRADUATE DIPLOMA	6.0 - 6.4
There may be some misunderstanding of certain key concepts and limitations in the ability to select relevant material so that the work may be flawed by some omissions and irrelevancies. There will be some evidence of appropriate reading but it may be too narrowly focused.	5.5 - 5.9
Work, which shows a very basic understanding. Important information may be omitted. The work may be descriptive, but of poor structure meaning it does not meet the requirements of a pass.	5.0 - 5.4
Work, which evidently shows a lack of preparation and suggests that it has been quickly constructed without thought or argument. Major elements of assessment criteria are not addressed or are inappropriately treated. The student may have problems with understanding and writing. Credits are awarded at this minimum standard.	4.0 - 4.9
Work, which shows no evidence of preparation, understanding and/or fails to address the assessment criteria. The student may have problems with understanding and writing.	1.0 - 3.9
Student is not present or has submitted work which has either not met the official deadline or which has been submitted on time, but shows clear evidence of plagiarism or cheating.	0

B) Practical work

Students demonstrate high levels of professional capability. They are objective and self-critical in their self-evaluation. They work with a very positive attitude showing leadership potential but respecting peers and superiors.	9.5
Students show highly developed professional performance. They show a positive attitude and team spirit. They are objective in self-evaluation.	8.5
Students show well-developed professional performance. They have a positive attitude and are objective in self-evaluation.	7.5
The student makes an effort to progress and learn. Professional capabilities are sufficient and attitude is adequate however, may lack team spirit and fails to take initiative.	6.5
6: THIS GRADE IS THE MINIMUM PASS FOR PRACTICAL WORK Professional capabilities are sufficient and attitude is adequate. Capable of being a leader, but remains a follower. The student lacks initiative and their self-evaluation is insufficient.	6.0
The level of professional performance is insufficient The student has acquired professional knowledge, but may lack punctuality or a hygienic approach or positive attitude	5.5
The level of professional performance is insufficient, there are no positive efforts made for improvement.	4.5
The level of professional performance is insufficient. The student recognizes errors but does not appear to make an effort in order to improve. The student may be easily influenced by his peers in a detrimental way.	3.5
The student's attitude is often negative and they are not motivated. There is likely to be difficult in placing the student in a training position due to lack of enthusiasm for the industry and ability level which is below average.	2.5
A very negative attitude with no motivation for the industry. The student overestimates him/herself and does not recognize mistakes. Professional capabilities are insufficient to place in a training position.	1.5
Student often absent making it impossible to evaluate.	1.0
Student has not attended Practical Classes.	0

4. Submission of Assignments

Assignments must be submitted on time and according to the faculty's instructions. Failure to submit on time will incur the following penalty: 0 will be recorded for that assignment.

5. Incomplete work

Students prevented by illness or other legitimate reasons acceptable to the Progression/ Awards Board from completing requirements of a course before its completion, will have the designation 'INC' (incomplete) assigned on the grade report sheet. No grade point is recorded, and the semester average is not affected. At this point, and prior to submitting the corresponding supporting evidence to the Academic Department (academicsdept@lesroches.es) within 24-hours of the absence date, a completion date will be stated. If the

stated completion date has been passed and the course is not duly completed, a "one percent" will be awarded for the concerned assessment. The semester average will then be recalculated.

6. Progression

In order to fully progress at the end of a semester, a student must:have no subject grades below 6.0

If these progression requirements are not reached the student must take resit examinations in the failed subjects and/or attend retake classes, in the failed subjects, and pay the appropriate fees (see below for more details). The Awards/Progression Committee is the final arbiter in these matters. Progression periods are determined by the program regulations. Normally these are semesters.

7. Awards and Classifications

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

Postgraduate and Master Degree programs:

Distinction: 8.5 and above (the average of all taught semesters is considered)

8. Resits and Retakes

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

- A re-sit is a one-off examination which must be taken in all failed subjects when a student has failed the semester of study. These are subject to an examination fee.
- A retake class is for students who have not achieved the progression requirements after attempting the re-sit exams. In this case, they must attend all the classes of the failed subject again and complete all the assignments set. If the student is retaking 2 subjects or less, attendance in class is not compulsory.

Retake classes are scheduled and a full tuition fee per subject will be charged. If a student has still failed to achieve the progression requirements after completing retake classes, then they are permitted one final re-sit examination in the failed course(s). If the student is again unsuccessful with the re-sit examinations they will be required to withdraw from their studies.

Notes on Re-sit Examinations

- They are scheduled on precise dates that will be informed to the students on due date.
- Students will receive an email from the Academics office detailing their results within 2 weeks of the end of semester. If an email is not received the student must contact the Academics office directly to discover their results.
- The Academics office will also provide the students with a re-sit examination schedule, so the student can make sure that they return to campus on time.
- If the student is going on internship, they may delay the re-sit examination until the internship

is complete.

- It is the students' responsibility to make sure they arrive on campus in time to complete the re-sits.
- The appropriate re-sit examination fees will be charged directly to the student's account by the accounting office. This charge is based upon the number of failing subjects for each student, which will be sent from the Academics office to accounting after the various awards/progression boards.
- If a student wishes to waive their opportunity to take any re-sit exams (and instead go directly to retake classes), then they must request this in writing to the Academics office prior to the start of the re-sit examinations. The charge for the re-sit examination fee may then be removed from the student account after the re-sit sessions.
- Students who miss the scheduled re-sit examinations without prior permission will need to complete retake classes in the failed subject(s).
- A student who had official permission to miss a regular re-sit examination, must then attend a rescheduled exam at a time and place agreed with the programme manager. There will be an additional charge for this late examination.
- If this replacement examination is not taken (for whatever reason) then the student must either retake the failing subject(s), or postpone the current semester.

For each re-sit the student will be awarded 6.0 if passes or the original average if the re-sit grade is lower than the original. It is compulsory to re-sit all courses unless prohibited and specified otherwise in the communication from the Academic Office.

Notes on Retake Courses

- If the student has not met the achievement level for the semester, after the re-sit examinations, he/she must retake the failed course(s), or equivalent course(s), at the appropriate campus of current study.
- Students, who after the re-sit examinations are still failing 3 or more of the semester's subjects, must retake all the failed classes. Therefore, they will not be able to progress with their studies into the following semester.
- The Awards Committee may allow a maximum of two subjects to be taken concurrently with the next semester, providing the timetable allows it. In addition, a student cannot progress to a new semester, if they are still failing the semester

prior to the most recent one studied.

— The total amount of absences for the retake course is based on the number of credits per subject to retake.

9. Examination Regulations

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

A student may be allowed to take an examination at other than the scheduled time only if he/she is incapacitated due to illness or accident, which is certified or due to death in the immediate family. An examination which is missed for reasons other than the above will result in a grade of one percent (please refer to Missed Exams Policy, IT-2206).

A student who misses an exam for the reasons described in Policy IT-2206, must notify their Program Manager within one day of their return to school with supporting evidence. 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 one percent will be awarded to calculate the course average.

A student who believes that his/her circumstances fall into other than the categories described in Policy IT-2206, must present supporting documentation and must request a supplemental examination to the Academic Director, whose decision will be final. This will be a different examination and there will be a fee for a supplemental examination. Travel plans are not an excusable reason for missing an examination.

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

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

— Items allowed in the examination room

— Items not allowed in the examination room

— Talking during the examination

— Finishing the examination

— Cheating or attempted cheating

— Question Time

— Dress Code

It is the students' responsibility to ensure the completed exam is submitted to the invigilator.

10. Pagiarism and Cheating

Plagiarism is the act of presenting another's ideas or words as one's own. Cheating includes, but is not limited to, the intentional falsification or fabrication of any academic activity, unauthorized copying of another person's work, or aiding and abetting any such acts.

These acts are forbidden for any graded work assignment such as quiz, test, examination, case study, project or report and such acts will result in a grade of one percent for that piece of work. Should the student fail a course due to such a one percent grade, a re-sit examination may not be permitted. A fail given in these circumstances is part of the progression considerations. Having completed the Research Methods course, there is no excuse for students in their final semester to be involved in any aspect of Unfair Practice and the Awards Board will not entertain or tolerate these activities. The discipline process attached to this behaviour is described in the "UNFAIR PRACTICE POLICY" available from the Dean's office.

11. Learning Differences

Students are required to make known any medical problems and/ or learning differences they have which may affect their ability to progress. This information is requested on the application form. Diagnosed learning differences such as dyslexia, dyspraxia, ADD, ADHD will be accommodated as far as is possible by the School. The student must approach the Student Counsellor at the beginning of each academic semester to arrange the support needed and to be granted the facilitating conditions (please refer to Academic Difficulties Policy).

12. Maintenance of Academic Standing

Students who, in the judgment of the Awards Committee or the Academic Director, consistently fail to maintain satisfactory standards will, in the normal course of events, receive notice of:

— Academic Warning on the first occasion.

— Academic Probation on the second occasion, and will be

— 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 designation INC (incomplete) recorded in their academic records for all attended courses with no valid course average or credits. The Progression / Awards Board will specify any conditions or exclusions affecting the required withdrawal.

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The Institution will seek to ensure that:

Its publications reflect the policy.

Program admissions requirements are free from unnecessary barriers.

Selection procedures are operated fairly.

Teaching and Learning materials produced in the college are free from stereotypes.

Assessment procedures are fair for all candidates and allow impartial opportunities for students to demonstrate their potential.

Services and access to them is assured.

This policy is set within the institutional dress code and conduct codes which set the parameters for student behaviour and conduct.

"If you feel that you have been discriminated against after using all the internal processes, you may take your complaint to an Independent Equal Opportunities Ombudsman. You must take this action within 5-working days and submit a comprehensive file relating to the complaint at: EqualOpportunities@lesroches.es

19.   Attendance Policy

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

20.   Absences

Absences will be recorded by each lecturer for each period and when a student is absent, the lecturer will report the absence on a daily basis. A single period counts as one absence, a double period counts as two absences, etc.

It is essential that students are not absent from more than the recommended amount of lessons. This is to justify the credits awarded for each course and to give students

the best possible chance of passing the program. Absences are taken at students' discretion. They are to be used for: illness, personal 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.

Letters are sent when absence hours reach:

— 20 hours or above
— 40 hours or above

Extenuating circumstances may, in some cases be taken into consideration, with particular reference to serious illness.

The Director or Academic Director may allow students to be absent in some circumstances and these absences will not count towards the student's total. Any requests of this nature should be made in writing prior or immediately after the student's absence. If a punctuality letter is sent before the student's request is received these absences will remain on the student's record.

Lessons missed due to in-house presentations and interviews will not count towards the total absence although students must register to attend presentations. Students will still be marked as absent from class but the Student Relations Dept. will adjust this once their attendance is verified.

Absence from class does not release students from responsibilities of submitting work and projects on time, or of taking exams, quizzes and group work. The tutor may elect to give a failing mark if a student does not attend a scheduled class even if the student is within the absence limit for that particular course.

During one semester students are allowed to be absent for a maximum of 60 periods / contact hours; this includes both academic and practical classes.

Absence per course

Students are allowed to be absent from a maximum of 30% of the contact hours for any one academic course. This represents 14 hours of a 45-hour theory course. An academic course of 45 periods is considered as failed if a student misses more than 30% or a total of 15 periods.

If this number of hours is exceeded the student will be deemed to have failed that course and awarded a zero grade for that course.

For the Executive Master´s program students not attending any of the scheduled periods for a face to face course will be requested to attend and successfully complete that course again to obtain the credits.

Invalid semester

Students have 60 periods per semester that may be used for illness, interviews or any other emergency. It is very important to understand that the semester will be invalidated should the total absences for the semester go over 60 periods. At the start of the semester, a 6-point passing grade is awarded to all students for discipline and behaviour and students are expected to keep this passing grade. Should the discipline mark fall below 4 points the semester will be regarded as failed and will be invalidated.

20.8 ABSENCES POLICY PARTICULAR TO HYFLEX (APPLICABLE ONLY TO SEMESTER 2021.1)

Given the current circumstances related to the pandemic, Les Roches has applied a HyFlex approach to attendance to class. HyFlex allows students to decide before the start of the semester if they are willing to attend their semester remotely or physically. Students must have previous authorization for this prior to their arrival.

Students may not follow classes remotely without prior official authorization from the school.

20.9 REMOTE STUDENTS

— Attendance taken as usual and recorded in absence management system
— In case a student does not remain online for the full session or does not participate actively, he/ she will be marked as absent
— Cameras must be turned on during the sessions
— Business dress code is required for sessions

20.10 FACE TO FACE STUDENTS

Attendance Policy is applied as per Standards.

20.11 REMOTE ATTENDANCE TO A PARTICULAR CLASS

Students on campus attending face to face classes that encounter extenuating circumstances that don´t allow them to attend a particular class (such as the need to isolate or quarantine) may also use the remote tool to follow that class, as long as they comply with the following premises:

— Students must request remote attendance to

a particular class by email to the semester coordinator and provide corresponding justification for this request

— The request must be received 24 hours before the scheduled class(es)

— Remote attendance must:

— Follow the established business dress code

— Have cameras turned on during the sessions

— Remain online for the full session and participate actively

— Lateness policy will be applied

Failing to abide by the above points will be considered as an absence.

20.12 REMOTE ATTENDANCE FOR A PROLONGED PERIOD / REQUEST TO SWITCH TO REMOTE CLASSES FOR THE REMAINDER OF THE SEMESTER.

Students on campus attending face to face classes that encounter extenuating circumstances that require them to attend remote classes for a longer period of time or would need to request to switch to remote learning for the remainder of the semester will have to request the LRM Remote Requests Form from the Academic Department.

The request will then be reviewed by a special commission taking into consideration the nature of the request and understanding students particular and individual cases.

Requests will be answered within a maximum of 2 weeks of the submission.

The request is not official until student received the corresponding authorization and students may not follow classes remotely without prior official authorization from the school.

21.   Final Disposition

1000.1

The present regulations are adopted by the Management of the Les Roches Global Hospitality Education and shall be effective from March 2021.

1000.2

The Management reserves the right, at all times, to make amendments according to circumstances, without giving prior notice.

16.
Administrators, faculty and staff

A. Administration

A.1   Academic Support

Academic Services Officer	Ms. Emma Martínez
Academic Officer	Ms. Mariana Carvalho
Academic Assistant	Ms. Mavi Martín / Ms. Ángela Jaime
Head Librarian	Mr. Alberto García (M.A.)
Librarian Assistant	Ms. Ana Gloria Martínez / Ms. Su Nam
Moodle Administrator	Ms. Hind Labzioui

A.2 Management

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

A.3   Academic

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

A.4   Students Services

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

A.5   Marketing, Admissions & Enrolment

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

A.6   Support Services

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

B.   Faculty

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

B.1   Full and part-time faculty

Alferez, Montserrat
Lecturer in English language since 2021.

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

Professional experience:

Real estate agent

Finance decision support lead, Accenture.

Senior Analyst, IBM.

Báez, Andrés
Lecturer in Marketing since 2020. Master in Digital Marketing (2020). Executive in Digital Transformation (2018). Master in CRM and eCommerce (2003). Bachelor in Marketing, ICADE (2000). Degree in Statistics, Complutense University, Madrid (1997).

Professional experience:

Digital & CRM Marketing Manager, Audiolis

CRM Manager, Dreamplace Hotels & Resort

Campaigns & Marketing Intelligence Executive, Vitaldent

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

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

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

Professional experience:

Chef Lecturer and Nutrition Teacher, Vertice Schools.

Head Chef, Restaurant El Abrevadero - Equestrian School.

Chef the Partie, Hotel Las Dunas Estepona.

Caballero, Javier
Lecturer in Finance 2020. Master of Business Administration, Specialization in Finance and Financial Instruments & Markets, New York University (2012). Master in Financial Engineering, University of Alcalá de Henares, Madrid (2008). Bachelor of Science in Economics, Rovira I Virgili University, Tarragona (2005). Bachelor of Science in Business Administration, Rovira I Virgili University, Tarragona (2004).

Professional experience:

Founder & Portfolio Manager, Esfera Capital

Independent Value Investor

Associate, Delta One Global Indices, Credit Suisse

Cantos, Lorena
Lecturer in Culinary Arts since 2016.

Carracedo, Jorge
Lecturer in Service since 2016.

Castro, Raúl

Lecturer in Accounting since 2021. Currently enrolled in PhD Doctorate in Tourism, Economics & Management, Universidad Las Palmas de Gran Canarias (Spain). EdD Doctorate (awarded credits) in Learning and Learning Context, University of Birmingham, UK (2012). Postgraduate Certificate in Education, University of Birmingham, UK (2010). Master in Tourism Business Administration and Management, University of Birmingham, UK (2009). BA (Hons) Degree in Hospitality Business Management, University of Birmingham, UK (2007).

Professional experience:

MICE Director, Consultant. Los Sauces, Madrid (Spain).

Marketing & Communication Director. The Perfect Venue Finder, Madrid (Spain).

Champagne, Vera

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

Professional experience:

Manager, The Lofts Toulouse.

General Manager, Courtyard by Marriott Toulouse Airport.

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

Del Olmo, María

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

Professional experience:

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

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

Djeebet, Hassan

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

Fernández de Caveda, Eugenia

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

Professional experience:

Loyalty Coordinator, Holiday World

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

Garrido, Susana

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

Professional experience:

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

Caddie Master, Santa Clara Golf Club.

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

Professional experience:

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

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

Gómez, Antonio
Lecturer in Rooms Division since 2020. Bachelor's Degree in Tourism and Travel Services Management, Universidad de Cádiz (2004).

Professional experience:

Training Facilitator, Marriotts Vacation Worldwide, Costa del Sol, Spain

Assistant Front Desk Manager, Marriotts Vacation Worldwide, Costa del Sol, Spain

Assistant Executive Housekeeper, Marriotts Vacation Worldwide, Costa del Sol, Spain

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

Professional experience:

Human Resources Director, Ritz Hotel Madrid.

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

Gómez, Nicolás
Lecturer in Marketing since 2021. BSc Hons Industrial Design Engineering & Product Development, Universitat Politécnica de Valencia, Spain (2006).

Professional experience:

Entrepreneur-Owner Consulting business in Reputation

for Sustainability.

Energy & Sustainability Consultant, Accenture, London

Corporate Travel Consultant, Egencia (Expedia), London

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

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

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

Professional experience:

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

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

Hervás, Jaime
Lecturer in Rooms Division since 2020. Postgraduate Certificate in Education and Pedagogy, UJA (1997). Degree in English Language, UJA (1996). Associate Degree in English Translation, UWE (1994).

Professional experience:

Head of Incremental Sales, Senator Hotels & Resorts.

Tourism and Rooms Division Lecturer, Hotel Escuela Bellamar.

Front Office Instructor, Aematur Tourism Academy.

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

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

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

Professional experience:

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

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

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

Loiti, Jon
Senior Lecturer in Human Resources since 2008. CHE. DBA student, University AIU (2020 to date). Diploma in Business Administration, Mondragon University, (2002), Master's Degree in Human Resources Management, Napier University, Edinburgh (2007). Certified in diverse talent and leadership development tools such as (MBTI, FIRO-B, TKI, EJI or 16 PF).

Professional experience:

Experience in International Human Resources within the public and private sectors as well in consulting organizations towards the improvement and development of their executive and management teams.

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

Professional experience:

Quality Consultant & Training Coordinator, VW-Audi Spain

General Manager, Virgin Active

Hotel Manager, InterContinental Hotels Group

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

Professional experience:

Operations Manager, Grupo Gastronómico Sottovento, Marbella

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

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

Professional experience:

Retail Manager, Lagoon Concept Store / Beach Boutique

Commercial & Finance Controller Manager, Sephora

Controller Manager, Starbucks

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

Professional experience:

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

Service teacher and Service/Wine consultant for Hospitality Consultancy.

Miller, Steve
Lecturer in English language since 2020. Bachelor of Arts Modern Languages (French and German combined honours), University of Southampton, UK. Master of Arts (Teaching English as a Foreign Language), University of Reading, UK.

Professional experience:

Freelance Online English Trainer, Learnship, Super-English.

Teaching Centre Manager, British Council, Qatar.

Teaching Centre Operations Manager, British Council, Singapore.

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

Professional experience:

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

Manager-Consultant, Mirador De La Portilla.

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

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

Professional experience:

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

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

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

Professional experience:

Chef de Partie, Dorchester Hotel.

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

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

Perkins, Sarah
Lecturer in English language since 2021.

Peromingo, Alicia
Lecturer in Rooms Division, Social Responsibility and Events since 2020.
Master in Corporate Communication, Event Management and Protocol (2017). Degree in Event Management, Protocol and Institutional Relations, Universidad Europea de Madrid (2015). Diploma in Protocol and Institutional Relations, Universidad de Granada (2014).

Professional experience:

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

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

Portillo, Ana
Lecturer in Spanish language since 2015. Accredited examiner, Instituto Cervantes DELE A1-A2 (2016). Master's in Professional Promotion in International Organisations, Universidad de Granada (2012). Degree in English Translation and Interpretation, Universidad de Granada (2011). Diploma in Tourism, Universidad de Granada (2006).

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

Professional experience:

Chef de Partie, Sisu Hotel, Puerto Banús

Sous Chef, Meson Leandro, Cazorla

Chef de Partie, Café de Oriente, Madrid

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

Professional experience:

European Projects' Consultant & Manager, University of Jaén,

European Projects' Consultant & Manager, University of Málaga

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

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

Professional experience:

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

Psychotherapist and lecturer, Adaner Málaga.

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

Professional experience:

Housekeeping Assistant Manager, Gran Hotel Miramar

Housekeeping Assistant Manager, Meliá Lebrero Sevilla

Housekeeping Supervisor, Park Hyatt Hotel Buenos Aires

Ryan , John

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

Professional experience:

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

Salas, Raquel

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

Santín, Carlos

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

Professional Experience:

Digital Marketing & Digital Transformation Manager.

Marketing & Digital Business Development Manager.

Product Manager - NH Hotels.

Schapmann, Ralf

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

Professional experience:

Sous Chef, Restaurant Tikitano Spain.

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

Serra, Teresa

Senior Lecturer in Economics since 2003. CHE, American Hotel and Lodging Educational Institute

(2004). Doctoral studies, Malaga University (1998). Postgraduate certificate in Education, Complutense University of Madrid (2005). Master's Degree in Economics, Complutense University of Madrid (1992). Bachelor's Degree in Economics, Complutense University of Madrid (1992).

Professional Experience:

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

Shah, Moeed

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

Vlad, Ekaterina

Senior Lecturer in Marketing since 2017. Master of Business Administration in Hospitality Management, Queen Margaret University, UK (2012). Diploma of Higher Education in Education (Mathematics & IT), Kuzbass State Pedagogical Academy (1998). Certified Hospitality Educator (2015). Certificate in Higher Education Teaching and Learning, Laureate (2014).

Professional experience:

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

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

Vlad, Marius

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

Professional Experience

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

Front Office Supervisor, The Ritz Carlton Dubai.

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

Professional Experience

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

Visiting Lecturers

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

Professional experience

Louis Vuitton: Store Manager- Retail Performance Manager- Client Marketing Manager

Bergland, Linda
Lecturer in English since 2019. HND in Music Technology.

Professional experience

English teacher, Guadalmina Idiomas

English teacher, Antonio Guerrero Group

English teacher, self-employed

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

Professional experience:

Founder, Layer Cake.

Deputy Operations Manager, GEOS.

Castiñeira, Carmen
Lecturer in Marketing since 2020. Master in Digital Marketing and Communications Management, Cerem Business School (2017). Master in Fashion Digital Marketing, Universidad Complutense, Madrid (2014). Bachelor's Degree in Advertising & PR & Marketing, Universidad San Pablo Ceu, Madrid (2013).

Professional experience:

Brand Marketing & Communications Consultant.

Head of Marketing and Communications, Derek Lam, New York.

PR and Social Media Manager, Tibi, New York

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Lecturer in German language since 2017. Modern Languages & Business Administration, Connecticut State University, USA. University of Kassel, in Kassel Germany (1989).

Professional experience:

German teacher, Instituto International de Idiomas, Marbella

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

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Lecturer in French language since 2021. Baccalauréat au Lycée Français, Málaga. Bachelor of Law and Master of Attorney.

Professional experience:

Attorney for the Courts

Authorized Procurator Officer

Home teacher of French and Law, Acadomia.

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

Professional experience:

Managing Director, iWorld Cambio S.A.

Business Development Manager, MoneyGram International.

Economist, Carrera Lawyers & Economists

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

Professional experience:

General manager of José Ojeda Architects.

Environmental Consultant for hospitality developments, AUREN.

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Lecturer in Golf Club Management since 2007. Agricultural Engineering & Agricultural Business Management, Valladolid University (1995). HND in Turf-grass Science & Golf Course Management, University Central Lancashire, UK (1998).

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Lecturer in Mandarin since 2020.

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Lecturer in Rooms Division since 2020. MBA, Uniactiva (2011). Diploma on Tourism, EUSA, Sevilla (1999). Middle Degree in Music, Escuela Superior de Música, Sevilla (1997).
Professional experience:
MICE Sales Manager, H1O Hotels

General Manager, Souvenir Cultural S.L
Sales Manager, H1O Andalucía Plaza****

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

Professional experience:

Purchasing & Cost Control Manager, Grupo Amigos.

Faculty Member, La Cónsula Hospitality Mgt School.

Faculty Member, La Fonda Hospitality Mgt School.

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

Professional experience:

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

Guest Service, Puente Romano Beach Resort.

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

Professional experience:

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

RM Comunicación Integral: Accounts Executive

Guest Speakers

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

Professional experience

Know How Communication: Deputy Director Versace, Pomelato, Ferragamo

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

Professional experience:

Founder and Director, BfB International.

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

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

Professional experience:

Personal and Professional Development Coach

Small Business Consultancy and Support, Boutique Bloom.

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

Professional experience:

CEO of Smart Media Solutions GmbH. CEO of Smart Event GbR.

Press Spokesman Campus Symposium with Bill Clinton.

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

Professional experience:

Digital Strategist Consultant for Luxury Miguel Palacio, Social Media Manager

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

Professional experience:

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

Elysium Spas Director. NH Hotels.

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

Professional experience:

Events Manager, Los Monteros Hotel.

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

Morten, Max
Lecturer in Customer Services Experience since 2016.

Pareja, Federico
Lecturer in Marketing Research since 2016. Master in Arts in Advertising. WEST Herts College (2001). Business Management CESA (1999). Diplome de la Langue et de Civilisation Francaises. Sorbonne (1997). Bachelor in Sciences Anglo Colombian School (1994) Professional experience:

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

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

Professional experience:

Director of Revenue Management Services at GlobRes, Switzerland.

Romatet, Grègoire
Guest speaker in Crisis Management since 2014. International Relation & Crisis Management, Insitute for Political Sciences, Toulouse, France (2014). Peace Studies Department, University of Bradford, UK (2012).

Professional experience:

Consultant, Layer Cake

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

Professional experience

CH Carolina Herrera-Purificación García. US Communications Manager

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

Professional experience

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

Digital Strategist Consultant for Luxury Blogger & Luxury Influencer.

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