Shaping your *Future*

Academic Catalog

Les Roches

Global Hospitality Management Education

lesroches.edu

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the student. It is accurate at the time of printing but
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may be implemented without prior notice and without
obligation and, unless specified otherwise, are effective
when made.

(Last publication date: February 2025)

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Les Roches Accreditations

Les Roches Global Hospitality Education is accredited
by the Swiss Accreditation Council (SAC) as a University
of Applied Sciences Institute and by the New England
Commission of Higher Education (NECHE).

Inquiries about the accreditation status of Les Roches may
be directed to the institution.

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New England Commission of Higher Education
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1.
Let's Shape your Future Together

Welcome to the latest edition of our Academic Catalog. Inside you will discover how Les Roches can support you throughout your lifelong learning journey, from undergraduate and graduate degrees to bespoke programs for experienced professionals.

We also share the unique pedagogical philosophy which has underpinned our approach to transmitting knowledge for 70 years and counting, and which makes Les Roches one of the most respected and recognized hospitality management schools in the world.

As we've enhanced our academic portfolio in the past few years, we've also expanded our horizons from the hospitality industry to other important components of the global experience economy – including sports, events, cruising, private aviation, and more. We believe it is vital to provide pathways into these attractive and fast-growing sectors. At the same time, the core thread of hospitality – and its hallmarks of exquisite service, human-to-human interaction and willingness to please – remains a powerful and enduring presence in every Les Roches program.

Your time with Les Roches will be immersive, transformative and truly memorable. And this begins with your on-campus experience. No other institution in our field offers campuses in three of the world's most important luxury travel and tourism destinations: the Swiss Alps (Crans-Montana), the Spanish Costa del Sol (Marbella) and Abu Dhabi. We were especially thrilled to see the first students arriving at the Abu Dhabi Hospitality Academy in 2024, ready to share the Emirati hospitality identity with the world.

Your transformative journey as a Les Roches student is fueled by experiential learning (learning by doing), drawing from the established Swiss model for training hospitality professionals. This proven methodology is supplemented by individual and collaborative group work, entrepreneurial and digital projects, essays, and more. Our outstanding faculty – encompassing PhD professors, industry experts and skilled practitioners – deliver highly personalized support and guidance throughout your studies, encouraging you to challenge accepted norms, to think innovatively and to reach your full potential.

I could talk at length about the quality of our programs and the pedagogical approach that underpins them, but more meaningful is the endorsement we've received from two of the most important accreditation bodies worldwide: NECHE and the Swiss Accreditation Council. The former has accredited our programs for many years; while in 2024 the latter awarded us the status of University of Applied Sciences Institute. These are strong affirmations of our academic standing both in Switzerland and internationally.

Our ability to produce career-ready graduates is also well recognized in the industries we serve. It's why around 200 international companies visit our campuses every year to recruit students, and it's why 98% of our job-seeking students have at least one employment offer in their pockets as they graduate. In all we now have over 16,000 alumni spread across more than 120 countries, operating successfully in almost every industry and role imaginable.

Those successful journeys began with – or were accelerated by – an academic program from Les Roches. They were journeys that opened minds to new ideas and new possibilities; that developed the key traits and behaviors demanded by the most exacting employers; and that balanced hard work with the pursuit of personal happiness and fulfilment – what we call the 'Les Roches Way of Life'.

We very much look forward to welcoming you to begin your journey with us soon.

Mr. Carlos Díez de la Lastra Buigues

Chief Executive Officer, Les Roches Global

2.
History of 'Ecole des Roches'

1954

Formation of Les Roches International School in Switzerland
Ecole des Roches was founded in Switzerland by Marcel and Jean-Pierre Clivaz. During its first years, this establishment became well recognized throughout France and Italy. Then, students from Europe and the United States of America started attending the school. Within a few years, the initial enrollment of 150 had risen to 220 students from 60 different countries across five continents.

1979

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

1985

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

1995

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

2000

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

in May 2004.

2004

Les Roches Jin Jiang (LRJJ) Opens in Shanghai, China
Les Roches partnered with Jin Jiang, the largest hotel management school in China, to open a campus in Shanghai. The partnership came to an end in 2023.

An Accreditation First in Marbella
Les Roches Marbella became the first school in Spain to receive institutional accreditation (CTCI – Commission on Technical & Career Institution) from the New England Association of Schools and Colleges (NEASC), one of the six regional accreditation associations for quality assurance recognized by the US Department of Education.

2005

A New Accreditation Earned
Les Roches Crans-Montana was accredited at university level through NEASC's Commission on Institutions of Higher Education (CIHE) in the United States. As of 2018, CIHE became independent from NEASC and is now called NECHE (New England Commission of Higher Education).

2006

Swiss Campus Growth
Les Roches Crans-Montana expanded its facilities with four extra buildings to accommodate additional students in fully equipped apartments.

2007

A New Name and Fresh Recognition for Les Roches
Les Roches changed its name from Les Roches Swiss Hotel Association School of Hotel Management to "Les Roches International School of Hotel Management" to better reflect its global student body and educational approach. In the same year, hiring managers ranked Les Roches among the top three hospitality management schools in the world for an international career (TNS Global Survey, 2007).

New Quality Standard in Spain, New Facilities in Switzerland
Les Roches Marbella was awarded Quality Certification in Management Systems UNE/EN/ISO 9001:2000 by the European Quality Assurance (EQA) for complying with international quality standards. EQA is an international certification body accredited by the Entidad Nacional de Acreditación (ENAC) and the United Kingdom Accreditation Service (UKAS). In the same year, Les

Roches Crans-Montana opened a new and modern library complex, auditorium and specially designed front office and rooms division laboratory.

2009

Campus Improvements in Switzerland and Spain
Crans-Montana campus undertook important renovations involving the construction of a new wing of classrooms, a new library, a new lobby and terrace, a soccer field, and the new residential buildings Peters Farm 3 and 4. In Spain, Marbella campus opened a 170-seat modern auditorium equipped with the latest technologies.

Another Quality Standard Achieved in Spain
Les Roches Marbella was awarded Environmental Certification in Management Systems UNE / EN / ISO 14001:2004 by the European Quality Assurance (EQA) for complying with international quality standards. EQA is an international certification body accredited by the Entidad Nacional de Acreditación (ENAC) and the United Kingdom Accreditation Service (UKAS).

2010

More Recognition and Accreditation
Les Roches Crans-Montana achieved NEASC accreditation for its MBA in Hospitality Management with specializations in Finance or Marketing. Les Roches Marbella was awarded the X Prize for Andalusian Excellence, granted by the Junta de Andalusia, Spanish regional government. The campus achieved this prize under the category "Socially Responsible Management".

2011

Marbella Included in NEASC Accreditation
Now an official branch campus, Les Roches Marbella is accredited by the New England Association of Schools and Colleges, Inc. (now NECHE) through its Commission on Institutions of Higher Education (CIHE) at university level.

2014

A New Global Bachelor's Degree
Les Roches launched a Bachelor's Degree in Global Hospitality Management, becoming the only international hospitality management school to offer a degree that allows students to study around the world in key tourism and hospitality locations.

2016

Eurazeo Takeover and Les Roches has a New Name
Les Roches, together with sister school Glion Institute of Higher Education, is acquired by Eurazeo, one of the leading investment companies in Europe. In October, Les Roches changed its name from Les Roches International School of Hotel Management to Les Roches Global Hospitality Education. The new name reflects how cultivating cultural diversity and preparing students for global opportunities are fundamental to the Les Roches experience.

2018

Roots Opens its Doors to the Public
In Crans-Montana, the former Tacot Restaurant and Bar was re-branded to Roots and opened to the public, based on a farm to table concept using short traveled, seasonal and ecologically grown produce.

2020

Encouraging Innovative Thinking and Launching New Master's Degrees
The Spark global innovation sphere is launched on Crans-Montana and Marbella campuses. Spark encourages innovative thinking and exposes students to technological developments by incorporating bespoke academic projects into every program curriculum. In the same year, Les Roches Crans-Montana launched a Master in Hospitality Strategy and Digital Transformation which is approved by the State (Canton) of Valais. Les Roches Marbella launched three Masters: Master's in International Hotel Management, Master's in Marketing and Management for Luxury Tourism, and an Executive Master's in International Hotel Management.

2022

Executive MBA Unveiled
Les Roches Crans-Montana launched an Executive MBA program.

2023

More Specialization Choices for Bachelor Students
A new specialization in Luxury became part of the Bachelor's Degree taught in Crans-Montana. In December 2023 Les Roches Jin Jiang (LRJJ) is scheduled for closure.

2024

Abu Dhabi Hospitality Academy - Les Roches Opens in United Arab Emirates
In collaboration with The Department of Culture and Tourism–Abu Dhabi (DCT Abu Dhabi), Les Roches expanded its horizons by opening a campus in Abu Dhabi.

A New Accreditation Earned
Les Roches Global Hospitality Education was accredited by the Swiss Accreditation Council (SAC) as a University of Applied Sciences Institute.

Today

Academic Portfolio Continues to Expand
Les Roches becomes the first institution in the world to launch a program focused on the private aviation sector. Created in partnership with Jetex, the Diploma of Advanced Studies in Private Aviation is also notable for having study and internship components located at all three international campuses.

Swiss Accredited Programs Begin
With Swiss accreditation as a University of Applied Sciences Institute achieved in 2024, the first student cohorts arrive on campus to study what are now officially accredited Bachelor of Science (BSc) and Master of Science (MSc) degrees.

3.
Statement of General Purposes

Les Roches is a co-educational institution accredited by the Swiss Accreditation Council (SAC) as a University of Applied Sciences Institute and by the New England Commission of Higher Education (NECHE), offering higher education programs. Les Roches provides instruction in English to students regardless of race, nationality, gender, religion, or creed who have successfully completed a full secondary school program.

We expose our students to a broad range of courses covering the inter-related areas of the hospitality industry, by means of theoretical and practical work within the institution 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 program.

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 institution promotes awareness and understanding of national and cultural differences and encourages students to work together in a team to improve interpersonal skills. Graduates of Les Roches may therefore embark upon their careers with confidence, armed with knowledge, basic experience and interpersonal skills which allow them to successfully face career challenges.

Currently, with an international faculty and an attractive, up-to-date, and well-equipped campuses, Les Roches 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 labor market with confidence and experience, which are highly praised by the hospitality industry.

4.
Vision and Mission

Les Roches is committed to preparing our students for a top career in the global hospitality industry.

A.   Les Roches' Vision and Mission

Vision

To create an inspiring and enabling educational environment that fosters authenticity, kindness, and passion.

We nurture diverse individuals with a future mindset and commitment to positive impact, empowering them to navigate through life with brightness and conscious awareness, with hospitality at heart.

Mission

Les Roches' Mission is to deliver transformative education that combines high quality, research-led academic learning with real-world hospitality industry exposure.

We endeavor to develop in our students attributes such as empathy, problem solving, and teamwork which are strong assets in the modern workplace. Our campuses each provide a caring and compassionate environment which stimulates personal growth, intercultural fluency, and a commitment to a sustainable future. We will maintain an open door to the industries we serve; sharing knowledge, fueling innovative thinking, and building bridges for our students to cross in their lifelong careers.

B.   Campus Purpose and Culture

Our purpose at the Les Roches campuses is to provide a positive learning environment that assists students' overall personal development both inside and outside the classroom. The essence of Hospitality is about service, often delivered through teamwork and solidarity with others. Students practice this in their first year through hands-on food and beverage classes at each of the institution's dining outlets, as well as during internships at hotels and restaurants. This theme of hospitality management is also integrated throughout our other academic programs.

The best encapsulation of what the institution is trying to accomplish in fostering the hospitality ethos is written on the plaque inside the institution:

"Les Roches is not just a school; it is a way of life; a spirit that animates daily your life in Crans-Montana/Marbella/Abu Dhabi, the spirit of teamwork, the spirit of solidarity, the spirit of service."

In all of our planned curriculum and extra curricular 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 the overall personal development of the students.

5.
Affiliations, Accreditation, Recognitions and Memberships

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

A. Institutional Accreditations

Les Roches Global Hospitality Education is accredited by the Swiss Accreditation Council (SAC) as a University of Applied Sciences Institute and by the New England Commission of Higher Education (NECHE). These accreditations reflect the institution's compliance with Swiss and international standards.

Accreditation of an institution of higher education indicates that it meets or exceeds criteria for the assessment of institutional quality periodically applied through a peer review process. An accredited college or university is one which has the necessary resources to achieve its stated purposes through appropriate educational programs, is substantially doing so, and gives reasonable evidence that it will continue to do so in the foreseeable future. Institutional integrity is also addressed through accreditation.

Les Roches accreditation applies to the institution as a whole.

B. Local Accreditations

In addition to Les Roches' institutional accreditations, Abu Dhabi Hospitality Academy Les Roches is accredited by two local authorities: the Abu Dhabi Department of Education and Knowledge (ADEK) and the Commission for Academic Accreditation (CAA). ADEK ensures the quality of education, regulates higher education institutions, and supports students in accessing internationally standardized programs to enhance productivity and competitiveness. The CAA upholds academic standards, improves learning quality, licenses higher education institutions, and accredits their programs. It also oversees the recognition of degrees, diplomas, and certificates in the UAE to ensure the quality of higher education.

C. Articulation Agreements

The following schools are recognized by the institution:

Canada:

- Douglas College

- Cornerstone Community College
- Pacific Institute of Culinary Arts (PICA)
- Royal Bridge College
- Royal Roads

Caribbean:

- Caribbean Hotel Tourism Assoc Education Foundation

China:

- Beijing Hospitality Institute
- Hospitality Institute of Sanya
- Instituto Formacao Tourismo
- International Business School Beijing Foreign Studies University
- Ningbo Huamao International School

Ecuador:

- Universidad San Francisco de Quito

Germany:

- German Apprenticeship with Abitur
- German Apprenticeship without AbiturGlobal:
- International Baccalaureate in Career Programs

Greece:

- Business College Athens

Hong Kong:

- HKU Space

India:

Institute of Hotel Management Aurangabad

Italy:

- International Academy of Tourism and Hospitality (IATH)

Japan:

- Japan Hotel School

Jordan:

- Royal Academy of Culinary Arts (RACA)

Kenya:

- International Hotel & Tourism institute (IHTI)

Malaysia:

- Kolej Poly-Tech Mara

– Taylor 's University

– UCSI

Peru:

– Universidad Peruana de Ciencias Aplicadas (UPC)

Singapore:

– Singapore Hotel and Tourism Education Centre (SHATEC)

– TEMASEK

Thailand:

– Asian Institute of Hospitality Management (AIHM)

Tunisia:

– Mediterranean School of Business

United States of America:

– Endicott College

– University of Nevada, Las Vegas (UNLV)

– Edmonds Community College

D. Other Recognitions / Memberships

The institution, its administration and Faculty members are members of several Institutions and National and International Associations:

– Advance HE

– APD Asociación Para El Progreso de la Dirección (LRM only)

– Association to Advance Collegiate Schools of Business (AACSB) (LRCM only)

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

– Asociación Española de Directores de Hotel (AEDH) (LRM only)

– Association of Directors of Hotel Schools (EUHOFA)

– Blue standard by Oceanic Global (LRCM only)

– Centro de Iniciativas Turísticas de Marbella (CIT Marbella) (LRM only)

– Confederación Española de Hoteles y Alojamientos Turísticos (CEHAT) (LRM only)

– Council on Hotel Restaurant and Institutional

Education (CHRIE - USA) and EUROCHRIE (Europe)

– Council of International School (CIS)

– Educational Collaborative for International Schools (ECIS)

– Instituto Tecnológico Hotelero - ITH (LRM only)

– International Association of Hospitality Management Schools (IAHMS) (LRM only)

– International Hotel & Restaurant Association (IHRA) (LRM only)

– Member of diverse Chambers of Commerce (LRM only)

– Skal International Association Marbella (LRM only)

– The Leading Hotel Schools in Europe (EURHODIP) (LRM only)

– UN World Tourism Organization (UNWTO)

– Union Valaisanne des Ecoles Privées (UVEP) (LRCM only)

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

Other Recognitions:

– Certification in Management Systems UNE / EN / ISO 14001:2004 by SGS for complying with international environmental standards. (LRM only)

– 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. (LRM only)

– Environmental Assurance: 2009-2018 awarded to Les Roches Marbella (LRM only)

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

6.
Entry Requirements

A. Undergraduate Program

A.1 General Admission Criteria

1. Holding an accredited Secondary Education Diploma (Min of 60% pass for ADHA-LR) (Senior High School level – please refer to example titles in Section B).

    a. Students with a Swiss Maturité Spécialisée / Professionnelle relevant to the field of study (or equivalent vocational qualification from other countries) may apply for exemption from the first year of undergraduate study. (Not applicable for ADHA-LR)

    b. Students with at least one year of work experience relevant to the field of study may apply for exemption from the first year of undergraduate study, upon validation, approval and conditions set by the Admissions department. (Not applicable for ADHA-LR)

2. Proficient in English for Higher Education Studies[1] (please refer to Section F).

3. Minimum 17 years old or above at the entry date.

NB:

– For applicants not meeting the exact criteria above, exceptional acceptance may be considered by the Admissions Commission with specific conditions.

– For students who are unable or unwilling to complete the program they originally enrolled in, an Exit award may be issued as conclusion of their study provided that specific conditions are met. Please refer to the "Withdrawal from the Institution" in the Academic Regulations for Undergraduate Program document for ample details.

A.2 Required Documents for a Duly Completed Application

1. Copy of academic credentials: senior High School Diploma or equivalent and final official transcript for the full Senior High School cycle. For ADHA-LR the high school diploma and transcripts will need to be attested. The institution accepts documents in English, or one of the recognized languages of the campus location. If not, an official notarized translation will be required, to the language the campus accepts.

2. Application form: duly completed, signed, and dated, with an application fee paid as per the published Tuition Fee document.

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

4. English language exam scores (issued within 24 months of the intended intake period), if applicable.

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

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

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

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

A.3 For Candidates Transferring from Other Institutes Directly onto Either BSc Semester 1, 2, 4, 5 of the Les Roches Bachelor of Science in Global Hospitality Management Program

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

For detailed Admission Criteria and document requirements, please refer to Section A.1 and A.2 above.

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

B. Secondary Education Qualifications Permitting Entry to the Undergraduate Program

Educational System	Inexhaustive List of Secondary Education Qualifications
Belgium	Certificat d'Enseignement Secondaire Supérieur / Diploma van secundair onderwijs
China (P.R.C)	Senior (or vocational) Secondary School graduation certificate
France	Baccalauréat général / Baccalauréat professionnel / Baccalauréat technologique
Germany	Zeugnis der Allgemeinen Hochschulreife / Abitur
Greece	Apolytirion (Upper Secondary School Leaving Certificate)
India	Higher Secondary School Certificate / Senior School Certificate
Indonesia	Ijazah - Sekolah Menengah Atas (SMA), IPA
International Baccalaureate	IB Diploma / IBDP
Mexico	Bachiller General (Educación media superior propedéutica)
Netherlands	VWO (Voorbereidend Wetenschappelijk Onderwijs) or HAVO (Hoger Algemeen Voortgzset Onderwijs
New Zealand	National Certificate of Educational Achievement (NCEA) Level 3
Portugal	Certificado de Fim de Estudos Secondarios / Diploma Tecnico Profissional
Republic of Korea	High School Certificate of Graduation
Russian Federation	Attestat o srednem (polnom) obscem obrazovanii
Saudi Arabia	Thawjihiya Amma (General Secondary Education Certificate)
Spain	Bachillerato / Bachiller / Curso de Orientación Universitaria (COU) / Grado Superior de Formación Profesional
Sweden	Gymnasie-ingenjörsexamen / Högskoleförberedande Examen / Examensbevis Yrkesexamen

Switzerland	Maturité (spécialisée, professionnelle, gymnasiale, fédérale)
Taiwan	Senior High School Leaving Certificate
Thailand	SMathayom Suksa 6
Ukraine	Attectat (Certificate of Complete General Secondary Education)
United Kingdom	A-levels studied and passed after a successful completion of minimum six IGCSE levels (O level) or equivalent
USA	High School Diploma / AP / GED min 180 points / SAT met benchmark
Vietnam	Bang Tot Nghiep Trung Hoc Pho Thong
Others	Please consult Les Roches representative for Admission eligibility

Reference: https://www.enic-naric.net ENIC (European Network of Information Centres) and NARIC (National Academic Recognition Information Centres in the European Union)

C. Graduate Programs

C .1 Program Titles and General Admission Criteria

Program Titles	Academic Qualification	Professional Experience	English Proficiency	Minimum age at the entry date
Master of Science in International Hotel Management (MSc IHM - LRM and LRCM)	Bachelor required	Not compulsory		21
Master of Science in Marketing and Management for Luxury Tourism (MSc MMLT - LRM only)	Bachelor required	Not compulsory	Proficient for Higher Education Studies. Please refer to Section F	21
Master of Science in Sports Management and Events (MSc SME - LRCM only)	Bachelor required	Not compulsory		21

NB:
– For applicants not meeting the exact criteria above, please refer to Section D for a suitable program.

C.2 Required Documents for a Duly Completed Application

1. Copy of academic credentials: degree and final official transcript for the full degree program. The institution accepts documents in English, or one of the recognized languages of the campus location. If not, an official notarized translation will be required, to the language the campus accepts.

2. Application form: duly completed, signed, and dated, with an application fee paid as per the published Tuition Fee document.

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

4. English Language exam scores (issued within 24 months of the intended intake period), if applicable.

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

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

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

D. Advanced Studies, MBA and Executive Part-Time Education

D .1 Program Titles and General Admission Criteria

Program Titles	Academic Qualification	Professional Experience	English Proficiency	Minimum age at the entry date
Master of Advanced Studies in Hospitality Management with Specialization (MAS HMS - LRCM and LRM)	Bachelor required*	2+ years**		21
Diploma of Advanced Studies in International Hospitality Management (DAS IHM- LRCM and LRM)	Bachelor required*	2+ years**		21
Diploma of Advanced Studies in Digital Transformation (DAS DT -LRCM only)	Bachelor required*	2+ years**		21
Diploma of Advanced Studies in Food and Beverage Entrepreneurship and Management (DAS FB- LRCM only)	Bachelor required*	2+ years**	Proficient for Higher Education Studies. Please refer to Section F	21
Diploma of Advanced Studies in Leadership and Personal Development (DAS LPD- LRM only)	Bachelor required*	2+ years**		21
Diploma of Advanced Studies in Marketing for Luxury Tourism (DAS MLT- LRM only)	Bachelor required*	2+ years**		21
Diploma of Advanced Studies in Golf Management (DAS GM- LRM only)	Bachelor required*	2+ years**		21
Diploma of Advanced Studies in Cruise Line Management (DAS CLM- LRM only)	Bachelor required*	2+ years**		21

* Students without a bachelor's degree must have a senior high school diploma equivalent or higher with **5+ years professional experience

Program Titles	Academic Qualification	Professional Experience	English Proficiency	Minimum age at the entry date
Master of Business Administration (MBA) in Global Hospitality Management (MBA - LRCM only)	Bachelor required	2+ years	Proficient for Higher Education Studies. Please refer to Section F	23
Executive Master of Business Administration (EMBA) in Global Hospitality Management (EMBA - LRCM only)	Bachelor recommended	8 years		28
Executive Master of Advanced Studies in International Hotel Management (EMAS IHM - LRM only)	Bachelor required*	5 years		N/A***
Executive Diploma of Advanced Studies in International Hotel Management (EDAS IHM - LRM only)	Bachelor recommended	5 years		N/A***

* Students without a bachelor's degree must have a senior high school diploma equivalent or higher with **5+ years professional experience.

*** Minimum age requirement not applicable provided that all other admission requirements are met

NB:
− A prior qualification and/or major in Hospitality, Tourism and/or Business Management is preferable.
− For students who are unable or unwilling to complete the program they originally enrolled in, an Exit award may be issued as conclusion of their study provided that specific conditions are met. Please refer to the "Withdrawal from the Institution" in the Academic Regulations document for ample details.

D.2 Required Documents for a Duly Completed Application

1. Copy of academic credentials (degree, final official transcript for the full degree program). The institution accepts documents in English, or one of the recognized languages of the campus location. If not, an official notarized translation will be required, to the language the campus accepts.
2. Application form: duly completed, signed, and dated, with an application fee paid as per the published Tuition Fee document.
3. Resume (CV): including up-to-date personal profile, academic qualifications, languages spoken, work experience, extra-curricular activities, travel, and leadership qualities.
4. English language exam scores (issued within 24 months of the intended intake period)[1] if applicable.
5. Study / Post-Study Plan: A 300-word essay, signed and dated, highlighting experiences,

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

leadership, areas of development, and future aspirations for a career in the hospitality industry, and why the candidate wants to study with Les Roches (not applicable for any executive programs).

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

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

E. Intensive Hospitality English Language Program (IHELP)

The IHELP is only offered in conjunction with one of the Les Roches programs to candidates who do not have the minimum required English Language entry level for the intended program.

Entry requirements are the same as for the intended program except for the English Language Entry Level. Please refer to Section F.

F. English Learning Language Equivalency Table

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

F.1 For Undergraduate Program

Program	TOEFL internet	IELTS Overall average	CAMBRIDGE Type: grade (points)	DUOLINGO Score (Not applicable for ADHA-LR)	EmSAT (Only applicable for ADHA-LR
Bachelor's	70	5.5	FCE: grade C (minimum 160 points) CAE: minimum 160 points	110 no component under 100	1250 requirement for Undergraduate students
Bachelor's (partially taught in Spanish, LRM only)	30	4	KET: A2 (minimum 135 points)	90 no component under 80	

For candidates whose English qualification is slightly below the program requirements, a pre-program of Intensive Hospitality English Language Program (IHELP) can be offered, depending on the campus of application and the support required, to meet the requirements of the intended program.

Pre-Program option	TOEFL internet	IELTS Overall average	CAMBRIDGE Type: grade (points)	DUOLINGO Score
With IHELP 6 (LRCM only)	60	5.0	FCE: B1 (minimum 153 points)	105 No component under 95
With IHELP 15 (LRM only)	45	4.5	PET: grade C (minimum 140 points)	100 No component under 90

F.2 For Graduate Program, Advanced Studies, MBA and Executive Part-Time Education

Program	TOEFL internet	IELTS Overall average	CAMBRIDGE Type: grade (points)	DUOLINGO Score
MSc IHM (LRM and LRCM) MSc MMLT (LRM only) MSc SME (LRCM only) MAS HMS (LRCM and LRM) DAS (LRCM and LRM) MBA (LRCM only) EMBA (LRCM only) EMAS IHM (LRM only) EDAS IHM (LRM only)	80	6.0	FCE: grade A (minimum 180 points) CAE: grade C (minimum 180 points)	115 no component under 105

For candidates whose English qualification is slightly below the program requirements, a pre-program of Intensive Hospitality English Language Program (IHELP) can be offered, depending on the campus of application and the support required, to meet the requirements of the intended program.

Pre-Program option	TOEFL internet	IELTS Overall average	CAMBRIDGE Type: grade (points)	DUOLINGO Score
With IHELP 6 (LRCM only)	70	5.5	FCE: grade C (minimum 160 points) CAE: minimum 160 points	110 no component under 100
With IHELP 15 (LRM only)	60	5.0	FCE: B1 (minimum 153 points)	105 No component under 95

NB:
- TOEFL testing code: "9827" for LRCM; "B941" for LRM; please mention it when you register for a test.
- IELTS: 4 tested components (writing, reading, speaking, listening). Each subcomponent can be 0.5 less than the required average but not lower.
- Cambridge: KET (Key English Test); PET (Preliminary English Test); FCE (First Certificate in English); CAE (Certificate in Advance English).
- Duolingo: 4 tested components (literacy, comprehension, conversation, production).
- Exemptional consideration: candidates may be exempted from having to provide the English certificate / scores if they are a native English speaker or have studied at least 2 years in full time English education prior to the intake. For Executive programs, this exemption also extends to candidates who were assessed and deemed proficient during the entry interview or have spent at least 2 years working in a company where English is the primary language.

G. Health, Wellbeing and Learning Support

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

The following areas of services are available in LRCM and LRM campus:

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

In ADHA-LR, students will be directed to appropriately qualified medical services endorsed by the academy for physical, medical and counselling support.

G.1 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 institutional supporting staff, who will provide advice on acceptance eligibility.

Once on campus, the Health and Wellbeing staff provides paramedical services such as triage of reported concerns, general health check-ups, non-prescribed and immediate-relief purpose medication dispensation, general advice on health and wellbeing inquiries, and facilitation of communication with qualified professionals when necessary.

G.2 Counselling Support

Within available resources and professional competencies, the institution aims to provide our students with a supportive environment if and when an unexpected emotional distress is experienced, or when it interferes with their ability to manage the learning.

Applicants with a known history of needs should disclose the concerns to the institutional 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.

G.3 Academic Learning Support

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

The following types of support 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 in-class assessments
– 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 institution 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 hospitality education.

More details about our services are available in the "Health and Wellbeing Policy," which can be obtained from our institutional support staff or accessed directly by enrolled students through our learning platform.

H. Progression Process

Progression planning, sequence, and status are regulated by specific timelines, criteria, and procedures. Please refer to the "Progression/Award Policy" in the Academic Regulation document for Undergraduate/ Graduate programs, respectively.

Any intention of permanently transferring to another institution, postponing, or withdrawing from the following semester's enrollment must be expressed in writing to the **Registry Office of the campus of study** at least 6-8 weeks before the tuition payment deadline of the concerned semester to obtain approval and guidance. Lack of, or delayed, written request may result in the charge of a late cancellation fee. Further details can be found in the "Fees and Other Expenses" document on the institution's website.

7.
Academic Partners and Association Agreement

Transfer students from affiliated institutions need to meet the English Entry requirements as specified in the English Learning Language Equivalency Table in the Entry Requirements section.

Academic Association and Affiliation Agreements

- Asian Institute of Hospitality Management, Thailand
- Indian School of Hospitality, India
- Mountain Education Group, China

8.
Calendars

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

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

Please refer to the link for the tuition fees of our campuses:

https://lesroches.edu/apply/tuition-fees/

9.
Academic Programs

Undergraduate Programs

A.   Bachelor of Science in Global Hospitality Management *

The Bachelor of Science in Global Hospitality Management is a program that includes one year of hospitality experience (2 semesters), followed by a three-year full-time curriculum (6 semesters), open to students who successfully meet the admission requirements.

The final 3 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 125 US / 180 ECTS credits in the full program. Four separate specializations / awards are offered to students to allow them to develop areas of special interest.

A.1   Program Objectives

The aim of the Bachelor's Degree 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.

* During the transition period at ADHA-LR, it may also be referred to as Bachelor of Business Administration (BBA) in Global Hospitality Management.

A.2 Program Content: Bachelor of Science in Global Hospitality Management (LRCM and LRM)

Hospitality Experience (HE) 1: "On-campus Hospitality Immersion" [Les Roches Crans-Montana (LRCM)]

Course No.	Course Name	Credits	
		US	ECTS
	Innovation, Entrepreneurship and Communication		
ENT P401	Introduction to Hospitality and Entrepreneurship	2	-
FBP P104	Oenology and Sommelier	1	-
GEN P901	Effective Communication Skills	2	-
GEN P902	Numerical Skills	1	-
	Elective [1] (Language)	2	-
	Contemporary Fine Dining		
FBP P101	Fine Dining Service	2	-
FBP P102	Fine Dining Kitchen	2	-
	Guest Relations and Hotel Operations		
HOS P801	Hospitality Discovery Experience	0.5	-
RDM P301	Front Office Practical and Property Management Systems	1	-
RDM P302	Housekeeping Operations	0.5	-
RDM P303	Rooms Division in Hospitality	0.5	-
RDM P304	Concierge and Guest Relations	0.5	-
	Skills and Techniques in Food and Beverage		
FBP P103	Managing Catering and Banqueting Operations	1	-
FBP P105	Managing Banqueting and Event Operations	1	-
FBP P106	Pastry Atelier	1	-
FBP P107	World of Mixology	1	-
FBP P108	World of Barista	1	-
	Total Credits	**20**	**-**

1. Elective courses are offered based on demand. For a list of elective courses refer to A.3 for LRCM and A.4 for LRM.

A.2 Program Content: Bachelor of Science in Global Hospitality Management (LRCM and LRM)

Hospitality Experience (HE) 1: "On-campus Hospitality Immersion" [Les Roches Marbella (LRM)]

Course No.	Course Name	Credits	
		US	ECTS
	Gourmet Experience		
FBP P109	**Fine Dining**	1.5	-
FBP P110	**Gastro Dining**	1.5	-
	Skills and Techniques in Food and Beverage		
FBP P111	**Resort Buffet Operations**	1.5	-
FBP P112	**Patisserie & Bakery**	1	-
FBP P113	**Environmental Waste Management**	1	-
	Food and Beverage Trends		
FBP P114	**Mixology & Bar Operations**	1	-
FBP P115	**Café-Bistro Operations**	1.5	-
FBP P116	**Trends for Foodies**	1	-
	Rooms Division and Hotel Operations		
RDM P305	**Front Office and Uniformed Services Operations**	3	-
RDM P306	**Housekeeping Techniques**	1	-
	Principles of Resorts: Operations and Communication		
RDM P307	**Lodging Concepts and Resorts Development**	1.5	-
GEN P902	**Numerical Skills**	1	-
	Elective[1] (General Education)	1.5	-
	Elective[1] (Language)	2	-
	Total Credits	**20**	**-**

1. Elective courses are offered based on demand. For a list of elective
   courses refer to A.3 for LRCM and A.4 for LRM.

Hospitality Experience (HE) 2: "Practical Hospitality Immersion" (Internship)

Course No.	Course Name	Credits	
		US	ECTS
INT P871	Professional Development I	8	-
INT P872	Reflection on Practice I	7	-
INT P873	Professional Development I (on-campus)*	8	-
	Total Credits	**15**	**-**

Only for direct entry students

BSc Semester 1: "Foundations of Hospitality Excellence"

Course No.	Course Name	Credits	
		US	ECTS
ENT 1401	Hospitality Innovation Project 1.0 *	0	0
FIN 1501	Hospitality Financial Accounting	2	4
GEN 1902	Fundamentals of Economics	2	4
GEN 1905	Fundamentals of Data Visualization	1.5	3
GEN 1915	Communication Skills for Future Leaders	1.5	3
HRM 1701	Human Resources and Diversity in the Global Workplace	2	4
MKT 1601	Marketing for the Hospitality Industry	2	4
TRM 1801	Principles of Sustainability and Innovation	1	2
	Elective [1]	3	6
	Total Credits	**15**	**30**

* Hospitality Innovation Project 1.0 LRCM only*

BSc Semester 2: "Towards Exceptional Guest Experience"

Course No.	Course Name	Credits	
		US	ECTS
ENT 2401	Hospitality Innovation Project 2.0 *	0	0
FBM 2201	Food and Beverage Management	2	4
HRM 2701	Leading Teams to Success	2	4
MKT 2601	Customer Experience in a Digital Age	2	4
RDM 2301	Revenue and Pricing Management	2	4
RDM 2302	Rooms Inventory and Control Management	2	4
TRM 2801	Tourism Principles and Practices	2	4
	Elective [1]	3	6
	Total Credits	**15**	**30**

Hospitality Innovation Project 2.0 LRCM only

1. Elective courses are offered based on demand. For a list of elective
   courses refer to A.3 for LRCM and A.4 for LRM.

BSc Semester 3: "Practical Hospitality Management" (Internship)

Course No.	Course Name	US	ECTS
		Credits	
INT 3873	Professional Development II	8	16
INT 3874	Reflection on Practice II	7	14
	Total Credits	**15**	**30**

BSc Semester 4: "Hospitality Analytics for Leaders"

Course No.	Course Name	US	ECTS
		Credits	
ENT 4401	Hospitality Innovation Project 3.0 *	0	0
FIN 4501	Hospitality Financial Management and Budgeting	3	6
GEN 4901	Methods of Research Inquiry	2	4
GEN 4905	Data Analytics for Business Optimization	2	4
HOS 4801	Hospitality Strategy and Organizations	2	4
MKT 4601	Customer Relationship Management	2	4
TRM 4801	Sustainable Facilities Design	2	4
	Elective [1]	2	4
	Total Credits *	**15**	**30**

* Hospitality Innovation Project 3.0 LRCM only
** HOS 4802 Events Operations and Project Management" in LRCM & "RDM 4301 Revenue and Pricing Management" in LRM added as credit adapter

-For students admitted before the 2024.1 semester intake and before the program was accredited as BSc-
Semester 7: "Leadership, Strategy and Innovation"

Choose 1 specialization listed on the next page and the courses below.

	Course Name	US	ECTS
		Credits	
HRM 5701	Leadership & Talent Management	2	4
GEN 5910	Sustainability and Innovative Applications	2	4
GEN 5911	Advanced Methods of Research Inquiry *	1	2
	Specialization Courses **	12	24
	Elective [1] (1 Elective for all students | Honors: Mandatory Dissertation)	2/6	4/12
	Total Credits	**19/22**	**38/44**

* Mandatory for all except Honors students
** Specialization: 4 courses, 3 credits each, total 12 US / 24 ECTS credits

1. Elective courses are offered based on demand. For a list
   of elective courses refer to A.3 for LRCM and A.4 for
   LRM.

Specializations (choose 1)

Hotel Financial Performance Management Specialization (LRCM only)

Course No.	Course Name	Credits US	ECTS
FIN 5501	Performance Management	3	6
FIN 5502	Corporate Financial Decision Making	3	6
FIN 5503	Hospitality Finance Forecasting and Modeling	3	6
FIN 5504	Applied Investment and Hospitality Business Valuation	3	6
	Total Credits	**12**	**24**

Developing and Managing Resorts Specialization (LRM only)

Course No.	Course Name	Credits US	ECTS
TRM 5801	Project Management for Resort Properties	3	6
TRM 5802	Introduction to Golf Club Management	3	6
TRM 5803	Spa, Health and Wellness in Resorts	3	6
TRM 5804	Resort Management and Operations	3	6
	Total Credits	**12**	**24**

Entrepreneurship and Business Development Specialization (LRCM)

Course No.	Course Name	Credits US	ECTS
ENT 5401	Innovation Practices in Hospitality and Tourism	3	6
ENT 5402	Legal and Ethical Considerations for Start-up Projects	3	6
ENT 5403	Financial Intelligence for Entrepreneurs	3	6
ENT 5404	Start-Up Marketing for Entrepreneurs	3	6
	Total Credits	**12**	**24**

Entrepreneurship and Business Development Specialization (LRM)

Course No.	Course Name	Credits US	ECTS
MKT 5606	SME Business Planning	3	6
FIN 5508	SME Management	3	6
FIN 5505	Maximizing Return on Investment	3	6
FIN 5506	Advanced Finance and Budgeting	3	6
	Total Credits	**12**	**24**

Specializations continued... (choose 1)

Digital Marketing Strategies Specialization (LRCM)

Course No.	Course Name	Credits	
		US	ECTS
MKT 5601	Innovative Sales Strategies	3	6
MKT 5602	Marketing 5.0	3	6
MKT 5603	Global Strategic Marketing	3	6
MKT 5604	Digital Marketing and Media Engagement	3	6
	Total Credits	**12**	**24**

Digital Marketing Strategies Specialization (LRM)

Course No.	Course Name	Credits	
		US	ECTS
MKT 5282	Innovative Sales Strategies	3	6
MKT 5283	Digital Marketing and Content Creation	3	6
MKT 5285	Marketing 4.0	3	6
MKT 5286	Global Strategic Marketing	3	6
	Total Credits	**12**	**24**

Luxury Hospitality Management Specialization (LRCM and LRM)

Course No.	Course Name	Credits	
		US	ECTS
HOS 5801	Managing Luxury Hospitality Establishments	3	6
HOS 5802	Ultra-Luxury Hospitality Products and Tourism Destinations	3	6
HOS 5803	Sustainable Design and Eco Luxury Experiences	3	6
MKT 5605	Luxury Brand Management and Communication in Hospitality	3	6
	Total Credits	**12**	**24**

-For students admitted from 2024.1 intake onward-
BSc Semester 5: "Leadership, Strategy and Innovation"

Choose 1 specialization listed on the previous page and the courses below.

	Course Name	Credits	
		US	ECTS
HRM 5701	Leadership & Talent Management	2	4
GEN 5910	Sustainability and Innovative Applications	2	4
GEN 5911	Advanced Methods of Research Inquiry	1	2
	Elective [1]	2	4
	Specialization Courses *	8	16
	Total Credits	**15**	**30**

* Specialization: 4 courses, 2 credits each, total 8 US / 16 ECTS credits

BSc Semester 6: "Developing Solutions for a Real Life Project"

	Course Name	Credits	
		US	ECTS
Option 1	**Launch your Career**		
DIS 6950	Work-Based Research	9	18
DIS 6951	Work-Based Reflection Report	6	12
Option 2	**Academic Deep Dive**		
DIS 6952	BSc Dissertation	6	12
	-OR-		
DIS 6953	Advanced Dissertation in Industry Context *	6	12
	Electives [1] (3-5 electives, 9 US / 18 ECTS credits)	9	18
	Total Credits	**15**	**30**

* For students who completed the Dissertation in Semester 7 before the program was accredited as a BSc

Total Credits for Bachelor of Science in Global Hospitality Management		**125**	**180**

1. Elective courses are offered based on demand.
   For a list of elective courses refer to A.3 for
   LRCM and A.4 for LRM.

A. 3 List of Electives: Bachelor of Science in Global Hospitality Management (LRCM)

Course No.	Course Name	Credits	
Hospitality Experience (HE) 1		US	ECTS
GEN P961	French 1	2	-
GEN P971	German 1	2	-
GEN P981	Spanish 1	2	-
GEN P991	Mandarin 1	2	-
BSc Semester 1			
GEN 1961	French 2	3	6
GEN 1971	German 2	3	6
GEN 1981	Spanish 2	3	6
GEN 1991	Mandarin 2	3	6
GEN 1903	Global Culinary History	3	6
GEN 1904	Human Diversity	3	6
BSc Semester 2			
GEN 2961	French 3	3	6
GEN 2971	German 3	3	6
GEN 2981	Spanish 3	3	6
GEN 2991	Mandarin 3	3	6
GEN 2901	Sensorial Design Experiences	3	6
GEN 2902	The Psychological Dimensions of Wellbeing	3	6
GEN 2910	Aesthetic Expressions	3	6
BSc Semester 4			
GEN 4961	French 4	2	4
GEN 4971	German 4	2	4
GEN 4981	Spanish 4	2	4
GEN 4991	Mandarin 4	2	4
GEN 4903	Culture and Society	2	4
GEN 4910	World of Wine and Viticulture	2	4
BSc Semester 5			
DIS 5950	Dissertation	6	12
GEN 5901	Politics and International Affairs	2	4
GEN 5902	People, Conflict and Negotiation	2	4
GEN 5903	Law in the 21st Century	2	4
GEN 5904	The Science and Culture of Gastronomy	2	4
GEN 5915	Health and Wellness Management	2	4

BSc Semester 6

GEN 6908	Advanced Data Analytics and Optimization	2	4
GEN 6902	Advanced Qualitative Techniques	3	6
HOS 6801	Essential Project Management	3	6
HOS 6802	Technology-Driven Climate Action in Hospitality and Tourism	2	4
MKT 6601	Innovative AI Applications in Hospitality: Enhancing the Guest Experience	3	6

A.4 List of Electives: Bachelor of Science in Global Hospitality Management (LRM)

Course No.	Course Name	Credits	
Hospitality Experience (HE) 1		US	ECTS

Language Elective (1 course to choose)

GEN PM81	Spanish 1	2	-
GEN PM82	Spanish 2	2	-
GEN PM71	German 1	2	-
GEN PM61	French 1	2	-
GEN PM62	French 2	2	-
GEN P909	Creativity & Innovation	2	-

General Education Elective (1 course to choose)

GEN P903	Effective Communication Skills	1.5	-
GEN P904	Interpersonal Communication Skills	1.5	-

BSc Semester 1

GEN 1M62	French 2	3	6
GEN 1M63	French 3	3	6
GEN 1M72	German 2	3	6
GEN 1M82	Spanish 2	3	6
GEN 1M83	Spanish 3	3	6

Can be taken by students who are already proficient in the languages offered as elective

GEN 1909	Creativity & Innovation	3	6
GEN 1912	Travel Literature: A Trip Through Time	3	6

BSc Semester 2

GEN 2M63	French 3	3	6
GEN 2M64	French 4	3	6
GEN 2M73	German 3	3	6
GEN 2M83	Spanish 3	3	6
GEN 2M84	Spanish 4	3	6
GEN 2M91	Mandarin 1	3	6

Can be taken by students who are already proficient in the languages offered as elective

GEN 2909	Creativity & Innovation	3	6
GEN 2912	Travel Literature: A Trip Through Time	3	6

BSc Semester 4

GEN 4907	Events Management	2	4
GEN 4908	Handling Change and Digital Transformation	2	4
GEN 4909	Sustainable Development in a Globalized World	2	4
GEN 4902	Models for Problem Solving and Decision Making	2	4
GEN 4M64	French 4	2	4
GEN 4M65	French 5	2	4
GEN 4M84	Spanish 4	2	4
GEN 4M85	Spanish 5	2	4

BSc Semester 5

DIS 5950	Dissertation	6	12
GEN 5912	Influencing Through Communication	2	4
FIN 5507	Financial Management for Business	2	4
GEN 5913	Handling Challenging Times	2	4
GEN 5914	Convention and Trade Fair Planning	2	4

BSc Semester 6

GEN 6909	Macroeconomics	3	6
RDM 6302	Advanced Revenue Management	3	6
GEN 6904	Emerging Trends and Technologies	2	4
MKT 6602	Inbound Marketing	2	4
GEN 6907	Building Strong Business Relationships with Emotional Intelligence	3	6
GEN 6905	Race, Gender and Power in Modern Society	1	2
GEN 6906	The Science of Well being Mental and Physical Health for Life	1	2
GEN 6908	Advanced Data Analytics and Optimization	2	4

A.5 Program Content: Bachelor of Science in Global Hospitality Management

Les Roches Marbella (LRM) offers students the option to study some courses in Spanish. Students who choose this option, take English courses instead of foreign language electives. Depending on their English proficiency, they are required to complete their internships in English during Semesters 2 and 5.

Hospitality Experience (HE) 1: "On-campus Hospitality Immersion"   [Les Roches Marbella (LRM)]

Course No.	Course Name	Credits US
	Gourmet Experience	
FBP P109	**Fine Dining**	1.5
FBP P110	**Gastro Dining**	1.5
	Skills and Techniques in Food and Beverage	
FBP P111	**Resort Buffet Operations**	1.5
FBP P112	**Patisserie & Bakery**	1
FBP P113	**Environmental Waste Management** *(in Spanish)*	1
	Food and Beverage Trends	
FBP P114	**Mixology & Bar Operations** *(in Spanish)*	1
FBP P115	**Café-Bistro Operations**	1.5
FBP P116	**Trends for Foodies** *(in Spanish)*	1
	Rooms Division and Hotel Operations	
RDM P305	**Front Office and Uniformed Services Operations** *(in Spanish)*	3
RDM P306	**Housekeeping Techniques** *(in Spanish)*	1
	Principles of Resorts: Operations and Communication	
RDM P307	**Lodging Concepts and Resorts Development** *(in Spanish)*	1.5
GEN P902	**Numerical Skills** *(in Spanish)*	1
Elective (1 course to choose)		
GEN P903	**Effective Communication Skills**	1.5
	-OR-	
GEN P904	**Interpersonal Communication Skills**	1.5
	English Courses	
GEN P913	**English Language and Communication 1**	3
GEN P910	**English for the Hospitality Industry 1**	0
GEN P911	**English for the Hospitality Industry 2**	0
	Total Credits	**21**

Hospitality Experience (HE) 2: "Practical Hospitality Immersion" (Internship)

Course No.	Course Name	Credits	
		US	ECTS
INT P871	Professional Development I	8	-
INT P872	Reflection on Practice I	7	-
	Total Credits	**15**	

BSc Semester 1: "Foundations of Hospitality Excellence"

Course No.	Course Name	Credits	
	Core Courses	US	ECTS
FIN 1501	Hospitality Financial Accounting	2	4
GEN 1902	Fundamentals of Economics *(in Spanish)*	2	4
GEN 1905	Fundamentals of Data Visualization *(in Spanish)*	1.5	3
GEN 1915	Communication Skills for Future Leaders	1.5	3
HRM 1701	Human Resources and Diversity in the Global Workplace	2	4
MKT 1601	Marketing for the Hospitality Industry	2	4
TRM 1801	Principles of Sustainability and Innovation *(in Spanish)*	1	2
	English Courses		
GEN 1913	English for the Hospitality Industry 3	0	0
GEN 1914	English Language and Communication 2	3	6
	Total Credits	**15**	**30**

BSc Semester 2: "Towards Exceptional Guest Experience"

Course No.	Course Name	Credits	
	Core Courses	US	ECTS
FBM 2201	Food and Beverage Management	2	4
HRM 2701	Leading Teams to Success	2	4
MKT 2601	Customer Experience in a Digital Age	2	4
RDM 2301	Revenue and Pricing Management	2	4
RDM 2302	Rooms Inventory and Control Management	2	4
TRM 2801	Tourism Principles and Practices *(in Spanish)*	2	4
	English Course		
GEN 2913	English Language and Communication Advanced	3	6
	Total Credits	**15**	**30**

For BSc Semester 3 – BSc Semester 6 please refer to A.2.

A.6 Program Content: Bachelor of Science in Global Hospitality Management* (ADHA-LR)

Hospitality Experience (HE) 1: "On-campus Hospitality Immersion" [Abu Dhabi Hospitality Academy – Les Roches (ADHA-LR)]

Course No.	Course Name	Credits US
	Innovation, Entrepreneurship and Communication	
HOS P803	Emirati Hospitality Culture	2
GEN P901	Effective Communication Skills	2
GEN P902	Numerical Skills	1
GEN P951	Arabic 1	2
	-OR-	
GEN P961	French 1	2
	Contemporary Fine Dining	
FBP P101	Fine Dining Service	2
FBP P117	Emirati Cuisine	2
	Guest Relations and Hotel Operations	
HOS P802	Hospitality Discovery Experience in the Emirates	1
RDM P301	Front Office Practical, Concierge and Property Management Systems	2
RDM P302	Housekeeping Operations	1
RDM P303	Rooms Division in Hospitality	1
	Skills and Techniques in Food and Beverage	
FBP P105	Managing Banqueting and Event Operations	1
FBP P106	Pastry Atelier	2
FBP P108	World of Barista	1
	Total Credits	**20**

* During the transition period at ADHA-LR, Bachelor of Science in Global Hospitality Management may also be referred to as Bachelor of Business Administration (BBA) in Global Hospitality Management.

Hospitality Experience (HE) 2: "Practical Hospitality Immersion" (Internship)

Course No.	Course Name	Credits	
		US	ECTS
INT P871	Professional Development I	8	-
INT P872	Reflection on Practice I	7	-
	Total Credits	**15**	**-**

BSc Semester 1: "Foundations of Hospitality Excellence"

Course No.	Course Name	Credits	
		US	ECTS
ENT 1401	Hospitality Innovation Project 1.0 *	0	0
FIN 1501	Hospitality Financial Accounting	2	4
GEN 1902	Fundamentals of Economics	2	4
GEN 1905	Fundamentals of Data Visualization	1.5	3
GEN 1915	Communication Skills for Future Leaders	1.5	3
HRM 1701	Human Resources and Diversity in the Global Workplace	2	4
MKT 1601	Marketing for the Hospitality Industry	2	4
TRM 1801	Principles of Sustainability and Innovation	1	2
GEN 1951	Arabic 2	3	6
	-OR-		
GEN 1961	French 2	3	6
	Total Credits	**15**	**30**

BSc Semester 2: "Towards Exceptional Guest Experience"

Course No.	Course Name	Credits	
		US	ECTS
ENT 2401	Hospitality Innovation Project 2.0 *	0	0
FBM 2201	Food and Beverage Management	2	4
HRM 2701	Leading Teams to Success	2	4
MKT 2601	Customer Experience in a Digital Age	2	4
RDM 2301	Revenue and Pricing Management	2	4
RDM 2302	Rooms Inventory and Control Management	2	4
TRM 2801	Tourism Principles and Practices	2	4
GEN 2911	Sensory Design Experience in Emirati Hospitality	3	6
	Total Credits	**15**	**30**

BSc Semester 3: "Practical Hospitality Management" (Internship)

Course No.	Course Name	Credits	
		US	ECTS
INT 3873	Professional Development II	8	16
INT 3874	Reflection on Practice II	7	14
	Total Credits	**15**	**30**

BSc Semester 4: "Hospitality Analytics for Leaders"

Course No.	Course Name	Credits	
		US	ECTS
ENT 4401	Hospitality Innovation Project 3.0	0	0
FIN 4501	Hospitality Financial Management and Budgeting	3	6
HOS 4801	Hospitality Strategy and Organizations	2	4
MKT 4601	Customer Relationship Management	2	4
TRM 4801	Sustainable Facilities Design	2	4
GEN 4901	Methods of Research Inquiry	2	4
GEN 4905	Data Analytics for Business Optimization	2	4
GEN 4912	Islamic History and Values	2	4
	Total Credits	**15**	**30**

BSc Semester 5: "Leadership, Strategy and Innovation"

Choose 1 Specialization listed on the next page and the courses below.

Specialization: 4 courses, 2 credits each, total 8 US / 16 ECTS credits.

	Course Name	Credits	
		US	ECTS
HRM 5701	Leadership & Talent Management	2	4
GEN 5910	Sustainability and Innovative Applications	2	4
GEN 5911	Advanced Methods of Research Inquiry	1	2
	Specialization Courses *	8	16
	Elective	2	4
-Choose 1 Elective-			
GEN 5901	Politics and International Affairs	2	4
GEN 5902	People, Conflict and Negotiation	2	4
GEN 5904	The Science and Culture of Gastronomy	2	4
GEN 5915	Health and Wellness Management	2	4
	Total Credits	**15**	**30**

*Specialization: 4 courses, 2 credits each, total 8 US / 16 ECTS credits.

Specializations (choose 1)

Entrepreneurship and Business Development Specialization

Course No.	Course Name	Credits	
		US	ECTS
ENT 5401	Innovation Practices in Hospitality and Tourism	2	4
ENT 5402	Legal & Ethical Considerations for Start-up Projects	2	4
ENT 5403	Financial Intelligence for Entrepreneurs	2	4
ENT 5404	Start-Up Marketing for Entrepreneurs	2	4
	Total Credits	**8**	**16**

Luxury Hospitality Management Specialization

Course No.	Course Name	Credits	
		US	ECTS
HOS 5801	Managing Luxury Hospitality Establishments	2	4
HOS 5802	Ultra-Luxury Hospitality Products and Destinations	2	4
HOS 5803	Sustainable Design and Eco Luxury Experiences	2	6
MKT 5605	Luxury Brand Management and Communication in Hospitality	2	4
	Total Credits	**8**	**16**

BSc Semester 6: "Developing Solutions for a Real Life Project"

	Course Name	Credits	US	ECTS
Option 1	**Launch your Career**			
DIS 6950	Work-Based Research		9	18
DIN 6951	Work-Based Reflection Report		6	12
Option 2	**Academic Deep Dive**			
DIS 6952	BSc Dissertation -OR-		6	12
DIS 6953	Advanced Dissertation in Industry Context *		6	12
	Electives [1] (4-5 electives, max 9 US / 18 ECTS credits)		9	18
	Total Credits		**15**	**30**

* For students who completed the Dissertation in Semester 7 before the program was accredited as a BSc

Total Credits for Bachelor of Science in Global Hospitality Management *	**125**	**180**

* During the transition period at ADHA-LR, it may also be referred to as Bachelor of Business Administration (BBA) in Global Hospitality Management.

B. General Education

The General Education Program embodies Les Roches' vision of an educated hospitality graduate. Our 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 competencies and 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 competencies and common skills that will enable students to perform effectively in their future careers and function confidently as members of contemporary society.

B.1 Program Objectives

This mission can be further expressed in these goals:

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

Learning Outcomes

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

1. Communicate effectively and accurately in English.
2. Apply appropriate technology to a variety of academic and professional contexts.
3. Demonstrate information literacy through research, critical evaluation, and appropriate use.
4. Integrate theoretical concepts with real-world practice.
5. Apply scientific methodologies, based on principles, processes and structures of science.
6. Communicate in a foreign language in written and spoken contexts.
7. Demonstrate respect for contemporary cultures and languages.
8. Respond critically to works in the humanities.
9. Interpret contemporary challenges in relation to their historical perspectives.
10. Examine social context and political affairs within global perspectives.
11. Critically reflect on self-development.

B.2   Program Content*

Arts and Humanities

Course No.	Course Name
GEN P901 / GEN P903	Effective Communication Skills
GEN P904	Interpersonal Communication Skills (elective) (LRM only)
GEN P910	English for the Hospitality Industry 1 (elective, Bilingual group) (LRM only)
GEN P911	English for the Hospitality Industry 2 (elective, Bilingual group) (LRM only)
GEN P913	English Language and Communication I (elective, Bilingual group) (LRM only)
GEN P951	Arabic 1 (ADHA-LR only)
GEN P961 / GEN PM61	French 1
GEN P971 / GEN PM71	German 1
GEN P991 / GEN 2M91	Mandarin 1
GEN P981 / GEN PM81	Spanish 1
GEN 1903	Global Culinary History (LRCM only)
GEN 1904	Human Diversity (LRCM only)
GEN 1913	English for the Hospitality Industry 3 (elective, Bilingual group) (LRM only)
GEN 1914	English Language and Communication 2 (elective, Bilingual group) (LRM only)
GEN 1915	Communication Skills for Future Leaders
GEN 1951	Arabic 2 (ADHA-LR only)
GEN 1961 /GEN PM62 /GEN 1M62	French 2
GEN 1971 / GEN 1M72	German 2
GEN 1981 / GEN PM82 / GEN 1M82	Spanish 2
GEN 1991	Mandarin 2 (LRCM only)
GEN 2910	Aesthetic Expressions
GEN 2961 / GEN 1M63 / GEN 2M63	French 3
GEN 2971 / GEN 2M73	German 3
GEN 2981 / GEN 1M83 / GEN 2M83	Spanish 3
GEN 2991	Mandarin 3 (LRCM only)
GEN 4961 / GEN 2M64	French 4
GEN 4971	German 4 (LRCM only)
GEN 4981 / GEN 2M84	Spanish 4
GEN 4991	Mandarin 4 (LRCM only)
GEN 4M65	French 5 (LRM only)
GEN 4M85	Spanish 5 (LRM only)
GEN 5903	Law in the 21st Century (LRCM only)
GEN 5912	Influencing Through Communication (elective) (LRM only)
GEN 6903	Travel Literature: A Trip Through Time

Math, Science and Technology

Course No.	Course Name
GEN P902	Numerical Skills
GEN 1905	Fundamentals of Data Visualization
GEN 4902	Models for Problem Solving and Decision Making (LRM only)
GEN 4905	Data Analytics for Business Optimization
GEN 6904	Emerging Trends and Technologies
GEN 6908	Advanced Data Analytics and Optimization

Social Sciences

Course No.	Course Name
GEN P909 / GEN 1909 / GEN 2909	Creativity and Innovation (LRM only)
GEN 1902 / GEN 2904	Fundamentals of Economics
GEN 2245 / GEN 3245 / GEN 4245	Creativity and Innovation (elective) (LRM only)
GEN 2901	Sensorial Design Experiences (LRCM only)
GEN 2902	The Psychological Dimensions of Wellbeing (LRCM only)
GEN 4901	Methods of Research Inquiry
GEN 4903	Culture and Society (LRCM only)
GEN 4904	Environmental Studies (LRCM only)
GEN 4907	Events Management (elective) (LRM only)
GEN 4908	Handling Change and Digital Transformation (elective) (LRM only)
GEN 4909	Sustainable Development in a Globalized World (elective) (LRM only)
GEN 4910	World of Wine and Viticulture (LRCM only)
GEN 5901	Politics and International Affairs (LRCM only)
GEN 5902	People, Conflict and Negotiation (LRCM only)
GEN 5904	The Science and Culture of Gastronomy (LRCM only)
GEN 5906	Strategic Human Resources (elective) (LRM only)
GEN 5907	Responsible Global Citizen and Socially Responsible Organizations (elective) (LRM only)

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

GEN 5910	Sustainability and Innovative Applications
GEN 5911	Advanced Methods of Research Inquiry
GEN 5913	Handling Challenging Times (elective) (LRM only)
GEN 5914	Convention and Trade Fair Planning (elective) (LRM only)
GEN 5915	Health and Wellness Management
GEN 6902	Advanced Qualitative Techniques
GEN 6905	Race, Gender and Power in Modern Society
GEN 6906	The Science of Well being Mental and Physical Health for Life
GEN 6907	Building Strong Business Relationships with Emotional Intelligence
GEN 6909	Macroeconomics

Professional Development

Course No.	Course Name
INT P871	Professional Development I (specific General Education components)
INT P872	Reflection on Practice I (specific General Education components)
INT P873	Professional Development I (on-campus (specific General Education components)
INT 3873	Professional Development II (specific General Education components)
INT 3874	Reflection on Practice II (specific General Education components)

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

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C.   Les Roches Hospitality Career Program (LRHCP)

The Les Roches Hospitality Career Program (LRHCP) is a two-year remote learning program for students in their final two years of high school. As well as earning a Hospitality Career Program Certificate (IBCP CRS or Dual Credit option), the immersive and highly practical program can also provide a fast track into Les Roches' Bachelor of Science in Global Hospitality Management, saving a full semester of study.

The 64 weeks of online study are divided equally between Year 11 and Year 12 at high school. All classes are taught using a remote learning platform called Moodle. If you are intending to use the Hospitality Career Program as a springboard to our Bachelor's degree, you will also be required to join us on campus for two Hospitality Immersion residential weeks worth an additional two (2) US credits. These can be taken together at the end of the program or as two separate weeks after Year 11 and Year 12.

B.2   Program Content

Year 1

Course No.	Course Name	US	ECTS
Term 1			
HOS H801	**Introduction to Hospitality**	1	-
FBP H101	**Introduction to Cuisine**	1	-
FBP H102	**The World of Beverages (Tea & Coffee)**	1	-
Term 2			
Course 4	**Today's Hotel Industry I**	1	-
Course 5	**Front Office**	1	-
FBP H103	**The World of Beverages (Mixology and Mocktails)**	1	-
Term 3			
Course 7	**Cusine I**		
Course 8	**Pastry I**	1	-
Course 9	**Final Project Kick-off (Final assessment project proposal)**	1	-
	Total Credits	**9**	

Year 2		Credits	
Course No.	Course Name	US	ECTS
Term 4			
Course 10	Rooms Division and Hotel Operations II	1	-
Course 11	Pastry II	1	-
Course 12	Numerical Skills OR General Education Option	1	-
Term 5			
Course 13	Essentials of Viticulture	1	-
Course 14	Luxury Hospitality and Gastronomy	1	-
Course 15	Numerical Skills OR General Education Option	1	-
Term 6			
Course 16	Hospitality Entrepreneurship and Innovation	1	-
Course 17	Final Project	2	-
	Total Credits	**9**	**-**
	Total Credits for Les Roches Hospitality Career Program (LRHCP)	**18**	**-**

Graduate Programs

Graduate Degree Philosophy

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

D. Master of Science in International Hotel Management (LRM and LRCM) *

This program is a specialized graduate program designed to equip students with advanced skills in hospitality leadership, business strategy, and global hotel operations. Combining theoretical knowledge with practical experience, the program covers key areas such as revenue management, marketing, event design and sustainable hospitality. Graduates are prepared for leadership roles in the international hospitality industry, including hotel management, consulting, and tourism development.

D.1 Program Objectives

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

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

1. Appraise diverse service contexts using classical and contemporary hospitality management concepts.
2. Design the most effective operational structure according to hotel typology and target market by analyzing relevant management issues.
3. Evaluate how different management theories are interpreted and applied in practice.
5. Develop effective dynamic pricing strategies to enhance operational efficiency.
6. Devise a digital positioning strategy to drive business transformation.
7. Formulate informed decisions and strategies to effectively address stakeholder needs and expectations.

* Transfer is not an option for this program. Students must complete the entire program at the campus of their initial registration.

Semester 1: MSc IHM

Course No.	Course Name	Credits	
		US	ECTS
MIH 7120	Food and Beverage Practical: Service and Kitchen Operations	0	0
MIH 7121	Rooms Division Practical: Housekeeping and Front Office	0	0
MIH 7122	Design and Facilities Management	2	4
MIH 7123	Finance and Performance Management for Hotels	3	6
MIH 7124	Food and Beverage Operations Management	3	6
MIH 7125	Global People Management in a Hotel Context	2	4
MIH 7126	Rooms Division Operations Management	3	6
MIH 7127	Services Marketing in a Digital Age	2	4
	Total Credits	**15**	**30**

Semester 2: MSc IHM

Course No.	Course Name	Credits	
		US	ECTS
MIH 7222	Event Design and Management	3	6
MIH 7223	Revenue and Asset Management for Hotels	3	6
MIH 7226	Business Field Trip	1	2
MIH 7227	Artificial Intelligence and Business Innovation	2	4
MIH 7228	Entrepreneurship and Business Modelling for Hotels	2	4
MIH 7229	Strategic Hotel Management in a Global Environment	2	4
MIH 7230	Sustainability in Business Development	2	4
	Total Credits	**15**	**30**

Semester 3: MSc IHM - Internship

	Course Name	Credits	
		US	ECTS
MIH 7324	Internship , Portfolio and Self-Reflection	15	30
	-OR-		
MIH 7323	Master Thesis	15	30
	Total Credits for Master of Science in International Hotel Management	**45**	**90**

E. Master of Science in Marketing and Management for Luxury Tourism (LRM only)

The Master of Science in Marketing and Management for Luxury Tourism provides a strategic and managerial perspective on the luxury tourism industry, equipping students with the knowledge and skills necessary to navigate its dynamic and competitive landscape. While marketing remains a key pillar, the program integrates business management principles, focusing on financial performance, operations, strategic leadership, and brand positioning within the luxury sector.

Students will gain a deep understanding of luxury consumer behavior, market trends, and data-driven decision-making, allowing them to craft innovative marketing strategies while also optimizing business operations and service excellence. The program also explores the impact of emerging technologies, sustainability, and digital transformation on the luxury tourism industry, preparing graduates to lead and adapt to future industry shifts.

Through case studies, industry collaborations, and practical fieldwork, students will develop the managerial acumen needed to oversee high-end hospitality brands, luxury travel enterprises, and premium tourism experiences. By combining marketing expertise with strategic management capabilities, this Master of Science prepares professionals to take on leadership roles in the global luxury tourism sector.

E.1 Program Objectives

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

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

1. Analyze the luxury tourism industry through strategic management theories, assessing key business models in high-end brands.

2. Assess the impact of emerging technologies, evolving consumer behavior, and global trends on operational efficiency, service innovation, and destination management of luxury companies.

3. Evaluate financial, operational, and brand management strategies to drive growth, profitability, and long-term sustainability in luxury enterprises.

4. Optimize the use of data analytics, digital marketing, and customer relationship management (CRM) tools to enhance business intelligence and competitive positioning in the luxury sector.

5. Develop comprehensive business and marketing strategies that align with brand identity, customer expectations, and market dynamics to secure a sustainable competitive advantage in the luxury sector.

E.2 Program Content

Semester 1: MSc MMLT

Course No.	Course Name	Credits	
		US	ECTS
MLT 8101	Marketing for Luxury Tourism	2	4
MLT 8104	Experiential Marketing	3	6
MLT 8105	Innovation and Digital Transformation in Luxury	2	4
MLT 8108	Luxury Fashion and Media Relations	2	4
MLT 8109	Customer Relationship Management	2	4
MLT 8110	Redefining Luxury Sustainable Tourism	2	4
MLT 8111	Strategic Data Analytics and Business Optimization	2	4
	Total Credits	**15**	**30**

Semester 2: MSc MMLT

Course No.	Course Name	Credits	
		US	ECTS
MLT 8202	Financial Statement Analysis and Performance Management	2	4
MLT 8203	Strategy and Value Creation in Luxury	2	4
MLT 8204	Leadership and Talent Management	3	6
MLT 8205	Luxury Event Management and Communication	3	6
MLT 8207	Exclusive Brands Week	1	2
MLT 8208	Market Research and Analytics in Luxury	2	4
MLT 8209	Designing Luxury Customer Experience	2	4
	Total Credits	**15**	**30**

Semester 3: MSc MMLT

Course No.	Course Name	Credits		
			US	ECTS
MLT 8304	Internship, Portfolio and Self-Reflection		15	30
	-OR-			
MLT 8303	Master Thesis		15	30
	Total Credits		**15**	**30**
Total Credits for Master of Science in Marketing and Management for Luxury Tourism			**45**	**90**

F. Master of Science in Sport Management and Events (LRCM only)

The combination of theoretical learning, practical projects, internships, and exposure to international sports associations prepares graduates for leadership roles in the global sports and events management industry.

This program prepares students for leadership roles in the global sports and events industry through a combination of theoretical learning, practical projects, and internship opportunities. Exposure to international sports associationsprovides valuable insights into global practices and trends, equipping students to navigate the complexities of this dynamic field.

The curriculum includes essential topics such as marketing and sponsorship, financial management, brand development, and sustainability, paired with applied projects to address real-world challenges. Emphasizing leadership, cross-cultural strategies, and innovation, the program develops the skills needed to excel in diverse and competitive environments.

Graduates are equipped to thrive in roles with international sports organizations, professional teams, or event management firms, ready to make a lasting impact in this fast-evolving industry.

F.1 Program Objectives

The aim of the program is to equip students with the

knowledge and skills needed to navigate the complex and dynamic world of sports business and events to ultimately prepare them for roles in the global sports and events management industry.

Learning Outcomes

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

1. Showcase leadership qualities to autonomously manage high quality hospitality projects, ensuring excellence in professional practices and ethical behavior.

2. Apply financial, revenue and risk assessment models in the context of sport management and events.

3. Demonstrate mastery of applied contemporary knowledge in marketing, communication, and innovative practices.

4. Synthesize cross cultural research methodologies to propose strategies for the seamless integration in the global hospitality sports and events industry.

5. Exhibit proficiency in leading transformative change through innovative practices by critically evaluating academic theories suitable for specific business contexts.

F.2 Program Content

Semester 1: MSc SME

Course No.	Course Name	Credits	
		US	ECTS
MSM 1001	Marketing and Sponsoring in Sport Businesses	2	4
MSM 1002	Economics of Sports and Event Industry	2	4
MSM 1003	Brand Management - from Athletes to Sport Leagues	2	4
MSM 1004	Consumer Behavior for Sports and Events	2	4
MSM 1005	Digital Media and Communication	2	4
MSM 1006	Financial Management of Sports Companies	2	4
MSM 1007	Sports, Events and Sustainability	1	2
MSM 1008	Research Methods and Applications	1	2
MSM 1009	Applied Project Management	1	2
	Total Credits	**15**	**30**

Semester 2: MSc SME

Course No.	Course Name	Credits	
		US	ECTS
MSM 2001	Governance of International Sport Federations	1	2
MSM 2002	Management of International Sport Events	2	4
MSM 2003	Stakeholder Management and Contract Negotiations	2	4
MSM 2004	Personal Leadership - Driving Performance	2	4
MSM 2005	Applied Event Management	2	4
MSM 2006	Entrepreneurship in the Sport and Event Business	2	4
MSM 2007	E-sport and Innovations	1	2
MSM 2008	Social Dynamics of Sports	2	4
MSM 2009	Business Field Trip	1	2
	Total Credits	**15**	**30**

Semester 3: MSc SME

Course No.	Course Name	Credits	
		US	ECTS
MSM 3002	Internship, Portfolio and Self-Reflection	15	30
	-OR-		
MSM 3001	Master Thesis	15	30
	Total Credits	**15**	**30**
	Total Credits for Master of Science in Sport Management and Events	**45**	**90**

MBA

G. MBA in Global Hospitality Management (LRCM only)

This program has been designed to prepare and support students who wish to develop their career in hospitality management. The MBA consists of two semesters of study each with courses covering hospitality and strategic issues in the 21st century. It is intended to benefit participants who already have hospitality management experience. The business field trip adds to the global experience of the MBA program.

G.1   Program Objectives

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

Learning Outcomes

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

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

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

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

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

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

G.2   Program Content

Semester 1: MBA

Course No.	Course Name	Credits	
		US	ECTS
MBA 1001	Personal Development and Leadership Skills	2	4
MBA 1002	Hospitality Financial Analysis	2	4
MBA 1003	Hospitality Revenue and Demand Management	2	4
MBA 1004	Strategic Digital Marketing and Sales in Hospitality	2	4
MBA 1006	Hospitality Economics and Disruptive Business Models	2	4
MBA 1007	Managing Complex Organizations, Digitalization and Change Management	2	4
MBA 1009	Tourism Management and Destination Competitiveness	1	2
MBA 1010	Strategic Operational Management in Hospitality	2	4
	Total Credits	**15**	**30**

Semester 2: MBA

Course No.	Course Name	Credits	
		US	ECTS
MBA 2001	Business Strategies, Performance and Hospitality Consultancy Project	3	6
MBA 2002	Corporate Finance and Shareholder Value	2	4
MBA 2003	Data Analytics and Decision Making	2	4
MBA 2004	Sustainability and CSR in Hospitality	2	4
MBA 2005	Implementing and Leading the Digital Transformation in the Hospitality Sector	1	2
MBA 2006	Business Field Trip	1	2
	Specialization Courses*	4	8
	Total Credits	**15**	**30**

* *Choose 1 specialization*

Option 1: Advanced Revenue and Performance Management Specialization

Course No.	Course Name	Credits	
		US	ECTS
MBA 2007	Advanced Topics in Revenue Management	2	4
MBA 2008	Hotel Valuation and Asset Management	2	4
MBA 2011	Applied Research Project - Part 1 (Theory)	0	0
	Total Specialization Credits	**4**	**8**

Option 2: Hospitality Entrepreneurship and Business Development

Course No.	Course Name	Credits	
		US	ECTS
MBA 2009	Design Thinking and Business Model Creation	2	4
MBA 2010	Entrepreneurship, Financial Lifecycle and Fundraising	2	4
MBA 2011	Applied Research Project - Part 1 (theory)	0	0
	Total Specialization Credits	**4**	**8**

Semester 3: MBA

Course No.	Course Name	Credits	
		US	ECTS
MBA 3002	Internship and Portfolio	6	12
	-OR-		
MBA 3001	Applied Research Project - Part 2 (Application)	6	12
	Total Credits	**6**	**12**
	Total Credits for MBA in Global Hospitality Management	**36**	**72**

Advanced Studies

Our Advanced Studies programs are open to professionals with relevant industry experience, regardless of whether they hold a Bachelor's degree. These programs are designed to leverage practical work experience, offering both career-focused diplomas and the opportunity to build a Master of Advanced Studies (MAS) with specialization.

H. Master of Advanced Studies (MAS) in Hospitality Management with Specialization (LRCM and LRM)

The Master of Advanced Studies (MAS) in Hospitality Management with Specialization is designed for individuals, regardless of whether they hold a Bachelor's degree, who have gained significant professional experience and seek to enhance their expertise. The program begins with a semester concentrated on essential hospitality business subjects.

Upon completing these core modules, students will proceed to a one-semester specialization, selecting from five professionally-oriented topics. This selection process allows students to customize their education to align with their career goals. To further refine their skills, students will engage in an internship or an applied research project, depending on their prior work experience, culminating in the achievement of their degree.

The Master of Advanced Studies (MAS) in Hospitality Management with Specialization builds upon the Diploma of Advanced Studies (DAS) in International Hospitality Management foundation, offering advanced study and specialization.

Semester 1:

Available to study at both LRCM and LRM, the first semester comprises topics relating to the business of hospitality, including financial and revenue management, marketing, business modeling, and event management.

Semester 2:

In the second semester, students have the option to select one of the following specializations:

– F&B Entrepreneurship & Management (LRCM only)
– Digital Transformation (LRCM only)
– Leadership & Personal Development (LRM only)
– Marketing for Luxury Tourism (LRM only)
– Golf Management (LRM only)
– Cruise Line Management (LRM only)

Hospitality Immersion Program

The Hospitality Immersion Program is designed to develop supervision and management skills in the context of hospitality operations. If students do not have prior experience in hospitality operation, they can do this program during the semester of study. The program includes the following non-credit granting courses.

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

H.2. Program Content

Semester 1: MAS HMS

Course No.	Course Name	US	ECTS
PD 1001	Hospitality Finance and Performance Management	2	4
PD 1002	Hospitality Revenue Management	2	4
PD 1003	Services Marketing in a Digital Age	2	4
PD 1004	International Events Management	2	4
PD 1005	Entrepreneurship and Business Modeling	2	4
PD 1006	Business Field Trip	2	4
- And 1 Elective from the following: -			
PD 1007	Hospitality Leadership and Change Management	2	4
PD 1008	Organizational Behavior and Talent Management for Hospitality	2	4
PD 1009	Strategic Management in a Global Environment	2	4
PD 1010	Sustainability in a Global Hospitality World	2	4
	Total Credits	**14**	**28**

Semester 2: MAS HMS

Choose 1 Specialization

Digital Transformation Specialization (LRCM only)

Course No.	Course Name	US	ECTS
PDT 1001	New Trends and Disruptions in Hospitality	2	4
PDT 1002	Effective Technologies in Operations and Service	2	4
PDT 1003	Data Analytics for Hospitality	2	4
PDT 1004	Implementing and Leading Digital Transformation in the Hospitality Sector	2	4
PDT 1005	e-Commerce and Advanced Revenue Management	2	4
PDT 1006	Artificial Intelligence in Tourism and Hospitality Management: Managerial Implications	2	4
PDT 1007	Business Field Trip	2	4
	Total Credits	**14**	**28**

Food and Beverage Entrepreneurship and Management Specialization (LRCM only)

Course No.	Course Name	US	ECTS
PFB 1001	Creating Service Excellence Through Hospitality Leadership	2	4
PFB 1002	Food and Beverage Concept Development	2	4
PFB 1003	Facilities Management for Sustainable Operations	2	4
PFB 1004	Food and Beverage Management Essentials	2	4
PFB 1005	Entrepreneurial Mindset, Innovation and Value Creation	2	4
PFB 1006	Food Styling for Marketing Visuals	1	2
PFB 1007	Digital Marketing and Leveraging in Social Media Environment	1	2
PFB 1008	Business field trip	2	4
	Total Credits	**14**	**28**

Specialization continued... Choose 1

Leadership & Personal Development Specialization (LRM only)

Course No.	Course Name	Credits	
		US	ECTS
PGL 1001	Developing your Full Leadership Potential	2	4
PGL 1002	Leading People to Success	2	4
PGL 1003	Managing Diverse High Performing Teams	2	4
PGL 1004	You, the Leader´s Coach	2	4
PGL 1005	Project Management	2	4
PGL 1007	Effective Communication for Successful Relationships	1	2
PGL 1006	Interpersonal Skills	1	2
PGL 1008	Business Field Trip	2	4
	Total Credits	**14**	**28**

Marketing for Luxury Tourism Specialization (LRM only)

Course No.	Course Name	Credits	
		US	ECTS
PGM 1001	Principles of Luxury Marketing	2	4
PGM 1003	Luxury Fashion and Lifestyle Trends	2	4
PGM 1004	Experiential Marketing	3	6
PGM 1005	Digital Marketing and Innovation	2	4
PGM 1007	Customer Relationship Management	2	4
PGM 1008	Exclusive Brands Week	1	2
PGM 1010	Data Analytics for Decision Making	1	2
PGM 1011	Sustainable Luxury and Ethics	1	2
	Total Credits	**14**	**28**

Golf Management Specialization (LRM only)

Course No.	Course Name	Credits	
		US	ECTS
PGG 1001	Introduction to Golf Industry	2	4
PGG 1002	Golf Club Operations	2	4
PGG 1003	Agronomy and Machinery	1	2
PGG 1004	Golf Course Design	1	2
PGG 1005	Golf Business Management	2	4
PGG 1006	Marketing and Golf Events	2	4
PGG 1007	Golf Academy and Tournaments	2	4
PGG 1008	Business Field Trip	2	4
	Total Credits	**14**	**28**

Specialization continued... Choose 1

Cruise Line Management Specialization (LRM only)

Course No.	Course Name	Credits	
		US	ECTS
PGC 1001	Fundamentals of Cruise Ship Management	2	4
PGC 1002	Hospitality Financial Management for Cruise Ship Operations	2	4
PGC 1003	On-board Service Management	2	4
PGC 1004	F &B Cruise Supply Chain Management	2	4
PGC 1005	Cruise Ship Entertainment Management	1	2
PGC 1006	Cruise Ship Sales and SHOREX Management	2	4
PGC 1007	Maritime Law, Safety and Sustainability Concepts	1	2
PGC 1008	Cruise Operation Immersion Program (COIP)	0	0
PGC 1009	Business Field Trip	2	4
	Total Credits	**14**	**28**

Semester 3: MAS HMS

Course No.	Course Name	Credits	
		US	ECTS
MHM 3003	Internship Validation	1	2
MHM 3004	Case Study and Portfoio	5	10
	-OR-		
MHM 3001	Applied Research Project *	6	12
	Total Credits	**6**	**12**

Students enrolled in the Cruise Line Management Specialization will ONLY be eligible for the Internship Validation, Case Study and Portfolio.

	US	ECTS
Total Credits for Master of Advanced Studies (MAS) in Hospitality Management with Specialization	**34**	**68**

I. Diploma of Advanced Studies (DAS) in International Hospitality Management (LRM and LRCM)

The Diploma of Advanced Studies (DAS) consists of one academic semester plus six months industry internship or an applied research project. The program includes a mixture of hospitality and business management theoretical courses coupled with active learning practices and an industry related field trip.

When taken without the internship or applied research project, the program serves as a foundation for the Master of Advanced Studies (MAS) in Hospitality Management with Specialization. As a stepping stone to the MAS or a standalone qualification, the DAS in International Hospitality Management introduces students to the fundamentals of hospitality and business management.

I.1 Program Objectives

The aim of the DAS is to expose students 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 critical and transferable skills and concepts in an international hospitality management and managerial environment.
2. Communicate managerial decisions appropriately and effectively in an international context.
3. Apply appropriate solutions to complex hospitality issues critically using relevant hospitality industry knowledge.
4. Exhibit appropriate values in terms of organizing, facilitating and cooperating in a multi-cultural team context.
5. Demonstrate a high standard of personal professional commitment and ethics appropriate for an international hospitality career.
6. Showcase initiative, originality and the ability to adapt and respond effectively and appropriately to a changing environment with an understanding of sustainable concepts.

I.2 Program Content

Semester 1*: DAS IHM

Course No.	Course Name	US	ECTS
PD 1001	Hospitality Finance and Performance Management	2	4
PD 1002	Hospitality Revenue Management	2	4
PD 1003	Services Marketing in a Digital Age	2	4
PD 1004	International Events Management	2	4
PD 1005	Entrepreneurship and Business Modeling	2	4
PD 1006	Business Field Trip	2	4
–And 1 Elective from the following:			
PD 1007	Hospitality Leadership and Change Management	2	4
PD 1010	Sustainability in a Global Hospitality World	2	4
PD 1009	Strategic Management in a Global Environment	2	4
PD 1008	Organizational Behavior and Talent Management for Hospitality	2	4
	Total Credits	**14**	**28**

*After Semester 1, students can progress to Master of Advanced Studies (MAS) in Hospitality Management with Specialization Semester 2 or choose an internship or applied research project to earn the Diploma of Advanced Studies as a standalone qualification

Semester 2: DAS IHM

	Course Name	Credits	
		US	ECTS
PD 2001	Internship Validation	1	2
PD 2002	Case Study and Portfolio	5	10
-OR-			
PD 2003	Applied Research Project	6	12
	Total Credits	**6**	**12**

Total Credits for Diploma of Advanced Studies (DAS) in International Hospitality Management   **20**   **40**

J. Diploma of Advanced Studies (DAS) in Digital Transformation (LRCM only)

The program will provide students with a comprehensive range of graduate competencies to capitalize on the opportunities that are being created by the digitalization of the hospitality industry. The business field trip adds to the immersive experience.

J.1 Program Objectives

The aim of the specialization in Digital Transformation is to prepare students for successful leadership careers in the ever-increasing number of emerging specialties within the hospitality industry, including digital marketing, online distribution, and specialized technology.

Learning Outcomes

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

1. Formulate technology integration strategies by assessing and choosing the most suitable technologies that align with the firm's strategic objectives.

2. Develop essential skills in data analytics, enabling them to collect, analyze, and interpret data to make informed decisions, optimize operations, and enhance the guest experience in the competitive hospitality industry.

3. Demonstrate the ability to navigate the disruptive environment caused by rapid technological advancements, participating effectively in the transformation and implementation processes.

4. Leverage search engine optimization, data analytics, and personalized marketing techniques to enhance guest service, increase perception of value, and optimize revenue.

J.2 Program Content

Semester 1 *: DAS-DT

Course No.	Course Name	Credits US	ECTS
PDT 1001	New Trends and Disruptions in Hospitality	2	4
PDT 1002	Effective Technologies in Operations and Service	2	4
PDT 1003	Data Analytics for Hospitality	2	4
PDT 1004	Implementing and Leading Digital Transformation in the Hospitality Sector	2	4
PDT 1005	e-Commerce and Advanced Revenue Management	2	4
PDT 1006	Artificial Intelligence in Tourism and Hospitality Management: Managerial Implications	2	4
PDT 1007	Business Field Trip	2	4
	Total Credits	**14**	**28**

after Semester 1, students can progress to Master of Advanced Studies (MAS) in Hospitality Management with Specialization or choose an internship or applied research project to earn the Diploma of Advanced Studies (DAS) as a standalone qualification

Semester 2: DAS-DT

Course Name		Credits US	ECTS
PDT 1008	Internship Validation	1	2
PDT 1009	Case Study and Portfolio	5	10
	–OR–		
PDT 1010	Applied Research Project	6	12
	Total Credits	**6**	**12**

Total Credits for Diploma of Advanced Studies (DAS) in Digital Transformation		**20**	**40**

K. Diploma of Advanced Studies (DAS) in Food and Beverage Entrepreneurship and Management (LRCM only)

The program has an applied focus to foster innovation. With a balance of entrepreneurship, operation and management the program is a journey from ideation to management. The field trip will add relevance and an applied context to the semester.

K.1 Program Objectives

The aim of the program is to assist future food and beverage enthusiasts and professionals to foster an entrepreneurial mindset or even create their own food and beverage operation.

K.2 Program Content

Semester 1 *: DAS-F&BEM

Learning Outcomes

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

1. Evaluate strategic approaches to achieving excellence in food and beverage management.

2. Execute a sustainable and innovative concept development.

3. Design a customer-centric experience, ensuring products and services meet and exceed customer expectations

4. Apply financial efficiency management and entrepreneurial principles to ensure the sustainability of food and beverage businesses.

5. Formulate effective marketing content demonstrating communication proficiency.

Course No.	Course Name	Credits	
		US	ECTS
PFB 1001	Creating Service Excellence Through Hospitality Leadership	2	4
PFB 1002	Food and Beverage Concept Development	2	4
PFB 1003	Facilities Management for Sustainable Operations	2	4
PFB 1004	Food and Beverage Management Essentials	2	4
PFB 1005	Entrepreneurial Mindset, Innovation and Value Creation	2	4
PFB 1006	Food Styling for Marketing Visuals	1	2
PFB 1007	Digital Marketing and Leveraging in Social Media Environment	1	2
PFB 1008	Business field trip	2	4
	Total Credits	**14**	**28**

*after Semester 1, students can progress to Master of Advanced Studies (MAS) in Hospitality Management with Specialization or choose an internship or applied research project to earn the Diploma of Advanced Studies (DAS) as a standalone qualification

Semester 2: DAS-F&BEM

	Course Name	Credits	
		US	ECTS
PFB 1009	Internship Validation	1	2
PFB 1010	Case Study and Portfolio	5	10
	-OR-		
PFB 1011	Applied Research Project	6	12
	Total Credits	**6**	**12**
Total Credits for Diploma of Advanced Studies (DAS) in Food and Beverage Entrepreneurship and Management		**20**	**40**

L. Diploma of Advanced Studies (DAS) in Leadership & Personal Development (LRM only)

The Diploma of Advanced Studies (DAS) consists of one academic semester plus an additional six-month period in an industry internship or an applied research project. The program includes a mixture of leadership and personal development theoretical courses coupled with active learning practices and an industry related field trip.

L.1 Program Objectives

The aim of the DAS is to immerse students in authentic personal and professional development contexts, while equipping them with a range of leadership tools, techniques, and models that they will utilize to develop individuals and effectively lead teams to success.

Learning Outcomes

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

1. Demonstrate profound self-awareness, utilizing it as a vital factor for both self-motivation and effective self-management in professional contexts.
2. Analyze diverse leadership styles and change management processes in high-performing teams to enhance team effectiveness through advanced strategies and concepts.
3. Apply tailored individual and team coaching techniques, team-building activities, and development tools to enhance team connection and performance.
4. Implement effective tools to overcome project management challenges, optimize outcomes, and enhance team collaboration.
5. Master the use of interpersonal communication skills to successfully build and manage workplace relationships.

L.2 Program Content

Semester 1*: DAS-LPD

Course Name	Credits	US	ECTS
PGL 1001	Developing your Full Leadership Potential	2	4
PGL 1002	Leading People to Success	2	4
PGL 1003	Managing Diverse High Performing Teams	2	4
PGL 1004	You, the Leader´s Coach	2	4
PGL 1005	Project Management	2	4
PGL 1007	Effective Communication for Successful Relationships	1	2
PGL 1006	Interpersonal Skills	1	2
PGL 1008	Business Field Trip	2	4
	Total Credits	**14**	**28**

*after Semester 1, students can progress to Master of Advanced Studies (MAS) in Hospitality Management with Specialization or choose an internship or applied research project to earn the Diploma of Advanced Studies (DAS) as a standalone qualification

Semester 2: DAS-LPD

Course Name		Credits	US	ECTS
PGL 2001	Internship Validation		1	2
PGL 2002	Case Study and Portfolio		5	10
	-OR-			
PGL 2003	Applied Research Project		6	12
	Total Credits		**6**	**12**

Total Credits for Diploma of Advanced Studies (DAS) in Leadership & Personal Development			**20**	**40**

M. Diploma of Advanced Studies (DAS) in Marketing for Luxury Tourism (LRM only)

The Diploma of Advanced Studies (DAS) in Marketing for Luxury Tourism is designed to equip professionals with the advanced skills and knowledge necessary to thrive in the luxury tourism industry. This program offers a comprehensive understanding of luxury marketing, focusing on sustainable practices, ethical considerations, and innovative strategies tailored to high-end travel experiences. Through a blend of theoretical insights and practical applications, students will explore key trends in luxury fashion, lifestyle, and experiential marketing. The program also emphasizes the importance of digital transformation and strategic data analytics, ensuring graduates are adept at leveraging technology for decision-making and enhancing customer relationships. The program culminates in the Exclusive Brands Week event, where industry leaders from renowned luxury brands share their expertise and insights.

M.1 Program Objectives

The aim of this DAS is to develop expertise in luxury tourism marketing providing students with a deep understanding of the unique characteristics and demands of the luxury tourism market, including consumer behavior and market segmentation.

Additionally, promote sustainable and ethical practices to instill a strong foundation in sustainable and ethical

marketing practices, ensuring graduates can implement responsible strategies in the luxury sector.

The program empowers students to navigate and utilize innovative digital tools and trends, enhancing their ability to create impactful marketing campaigns and optimize operations in the luxury tourism industry and enhances strategic decision-making to enable students to analyze market data effectively and make decisions that drive business success.

Learning Outcomes

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

1. Analyze industry dynamics in the luxury tourism industry and apply specific management theories to enhance performance and competitiveness.

2. Evaluate technological impact and the influence of new technologies and emerging trends on the selection of touristic destinations by top luxury travelers.

3. Develop strategic marketing plans tailored to luxury brands and enterprises, focusing on sustainable growth and brand positioning.

4. Employ data-driven decision making to inform marketing decisions and optimize business operations.

5. Engage with industry leaders gaining insights and knowledge during the Exclusive Brands Week, applying these learnings to real-world marketing challenges.

M.2 Program Content

Semester 1*: DAS-MLT

Course No.	Course Name	Credits	
		US	ECTS
PGM 1001	Principles of Luxury Marketing	2	4
PGM 1003	Luxury Fashion and Lifestyle Trends	2	4
PGM 1004	Experiential Marketing	3	6
PGM 1005	Digital Marketing and Innovation	2	4
PGM 1007	Customer Relationship Management	2	4
PGM 1008	Exclusive Brands Week	1	2
PGM 1010	Data Analytics for Decision Making	1	2
PGM 1011	Sustainable Luxury and Ethics	1	2
	Total Credits	**14**	**28**

*after Semester 1, students can progress to Master of Advanced Studies (MAS) in Hospitality Management with Specialization or choose an internship or applied research project to earn the Diploma of Advanced Studies (DAS) as a standalone qualification

Semester 2: DAS-MLT

	Course Name	Credits	
		US	ECTS
PGM 2001	Internship Validation	1	2
PGM 2002	Case Study and Portfolio	5	10
	-OR-		
PGM 2003	Applied Research Project	6	12
	Total Credits	**6**	**12**
Total Credits for Diploma of Advanced Studies (DAS) in Marketing for Luxury Tourism		**20**	**40**

N. Diploma of Advanced Studies (DAS) in Golf Management (LRM only)

The Diploma of Advanced Studies (DAS) consists of one academic semester, followed by an additional six-month period dedicated to an industry internship or an applied research project. The program offers a well-rounded curriculum that combines theoretical knowledge with practical applications, ensuring a deep understanding of golf operations and club management. Additionally, the program incorporates active learning practices, including case studies, hands-on projects, and real-world simulations, to enhance professional development. A highlight of the DAS is an industry-related field trip, providing participants with firsthand exposure to leading golf clubs and industry best practices.

N.1 Program Objectives

The aim of the DAS is to expose students to the golf industry in order to master golf operations and maintenance, providing them with the necessary tools to facilitate decision making regarding the structure of the Golf Club.

Learning Outcomes

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

1. Demonstrate a thorough understanding of the game of golf, its history, and global golf industry.
2. Analyze the best practices of the golf facilities and its various structural components, course design and agronomy-related aspects which affect a Golf Club operation.
3. Comprehend landscaping for an optimal golf course design.
4. Employ the necessary marketing and any other business strategies to enhance golf club success.

N.2 Program Content

Semester 1 *: DAS-GM

Course No.	Course Name	Credits	
		US	ECTS
PGG 1001	Introduction to Golf Industry	2	4
PGG 1002	Golf Club Operations	2	4
PGG 1003	Agronomy and Machinery	1	2
PGG 1004	Golf Course Design	1	2
PGG 1005	Golf Business Management	2	4
PGG 1006	Marketing and Golf Events	2	4
PGG 1007	Golf Academy and Tournaments	2	4
PGG 1008	Business Field Trip	2	4
	Total Credits	**14**	**28**

*after Semester 1, students can progress to Master of Advanced Studies (MAS) in Hospitality Management with Specialization or choose an internship or applied research project to earn the Diploma of Advanced Studies (DAS) as a standalone qualification

Semester 2: DAS-GM

	Course Name	Credits	
		US	ECTS
PGG 2001	Internship Validation	1	2
PGG 2002	Case Study and Portfolio	5	10
	-OR-		
PGG 2003	Applied Research Project	6	12
	Total Credits	**6**	**12**
	Total Credits for Diploma of Advanced Studies (DAS) in Golf Management	**20**	**40**

O. Diploma of Advanced Studies (DAS) in Cruise Line Management (LRM only)

The Diploma of Advanced Studies (DAS) consists of one academic semester plus an additional six-month period in an industry internship. The program includes a mixture of theoretical classes about Cruise Hotel operation management and its practical lessons; besides an industry-related field trip.

O.1 Program Objectives

The aim of the DAS is to immerse students in cruise line operations and its management focused on a specific luxury brand. It provides students the accurate knowledge, insights, and capacity to analyze the vast variety of scenarios they may face working in this industry in order to make proper decisions.

Learning Outcomes

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

1. Analyze the fundamental principles of the cruise line industry and its challenges concerning the organization and its stakeholders.

2. Comprehend each voyage´s organization and its logistics, and how it impacts in the on-board operation.

3. Assess the structure and strategies of selling and marketing applied on board.

4. Foster unique techniques and strategies for exceeding guest expectations in this special environment.

5. Undertake a proper understanding of the importance of different sustainable certifications and the Maritime Law regulations.

O.2 Program Content

Semester 1 *: DAS-CLM

Course No.	Course Name	Credits	
		US	ECTS
PGC 1001	Fundamentals of Cruise Ship Management	2	4
PGC 1002	Hospitality Financial Management for Cruise Ship Operations	2	4
PGC 1003	On-board Service Management	2	4
PGC 1004	F &B Cruise Supply Chain Management	2	4
PGC 1005	Cruise Ship Entertainment Management	1	2
PGC 1006	Cruise Ship Sales and SHOREX Management	2	4
PGC 1007	Maritime Law, Safety and Sustainability Concepts	1	2
PGC 1008	Cruise Operation Immersion Program (COIP)	0	0
PGC 1009	Business Field Trip	2	4
	Total Credits	**14**	**28**

*after Semester 1, students can progress to Master of Advanced Studies (MAS) in Hospitality Management with Specialization or complete an internship to earn the Diploma of Advanced Studies (DAS) as a standalone qualification

Semester 2: DAS-CLM

	Course Name	Credits	
		US	ECTS
PGC 2001	Internship Validation	1	2
PGC 2002	Case Study and Portfolio	5	10
	Total Credits	**6**	**12**
Total Credits for Diploma of Advanced Studies (DAS) in Cruise Line Management		**20**	**40**

Executive Part-Time Education

P.   Executive MBA (EMBA) in Global Hospitality Management (LRCM only)

This program has been designed to support participants who wish to enhance their career in hospitality management. The Executive MBA consists of four distance learning modules of study, each with courses covering hospitality and strategic issues in the 21st century. It is intended to benefit participants who already have strong hospitality management experience and has been designed with an emphasis on the practical application of theory to the problems of management in both smaller and larger hospitality businesses. The residential weeks also add to the global experience of the Executive MBA program.

P.1   Program Objective

The aim of the Executive MBA program is to develop professionals into more effective individuals so that they are able to progress at the highest level of an organization. Through its industry relevant and academically grounded curriculum, the program will challenge participants to become 'reflective' individuals, empowered to meet the challenges of ambitious and wide-ranging career aspirations.

Learning Outcomes

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

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

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

3. Manage change, challenge theories and to continuously strive to achieve excellence through a modular system delivery.

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

5. Be autonomous, self-managing professionals, through your executive program, setting high standards in their work environment.

P.2   Program Content

One-week EMBA Residency: Crans-Montana
Module 1 - Embracing the Industry Transformation

Course No.	Course Name	Credits	
		US	ECTS
EMBA 1001	Leadership Skills and Career Growth	2	4
EMBA 1002	Hospitality Economics and Disruptive Business Models	2	4
EMBA 1003	Strategic Digital Marketing and Sales in Hospitality	2	4
EMBA 1004	Sustainable Hospitality and Tourism Development	1	2
	Total Credits	**7**	**14**

Module 2 - Managing Critical Operations

Course No.	Course Name	Credits	
		US	ECTS
EMBA 2001	Hospitality Financial Analysis	2	4
EMBA 2002	Hospitality Revenue and Demand Management	2	4
EMBA 2003	Managing Complex Organizations and Digitalization	2	4
	Total Credits	**6**	**12**

One-week EMBA Residency: Dubai
Module 3 - Driving Financial Performance

Course No.	Course Name	Credits US	ECTS
EMBA 3001	Hotel Valuation and Performance	2	4
EMBA 3002	Hotel Asset Management and Contract Negotiation	2	4
EMBA 3003	Data Analytics and Decision Making	2	4
EMBA 3004	Design Thinking and Business Model Creation	1	2
	Total Credits	**7**	**14**

Module 4 - Leading the Strategic Journey

Course No.	Course Name	Credits US	ECTS
EMBA 4001	Corporate Finance and Shareholder Value	2	4
EMBA 4002	Business Strategies and Risk Management	2	4
EMBA 4003	Organizational Change Management and Innovative Practices	2	4
EMBA 5001	Applied Research Project	6	12
	Total Credits	**12**	**24**
	Total Credits for EMBA in Global Hospitality Management	**32**	**64**

Q. Executive Diploma of Advanced Studies (DAS) in International Hotel Management (LRM only)

This Diploma of Advanced Studies (DAS) is tailored for executives seeking to deepen their understanding of hospitality management fundamentals while developing expertise in emerging industry trends. Offered as a blended (hybrid) program, it provides the flexibility to balance studies with professional commitments. Participants also gain exclusive access to senior industry leaders, benefiting from their insights, expertise, and real-world experience.

Q.1 Program Objectives

The Executive DAS in International Hotel Management aims to explore contemporary managerial perspectives and approaches specific to the hotel industry. It equips students with the necessary tools and competencies to manage departments, areas, or entire businesses effectively.

Learning Outcomes

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

1. Examine the key functions of hotel departments and their contributions to operational success and guest satisfaction.
2. Implement sustainable hospitality practices that enhance efficiency, reduce costs, and align with industry standards.
3. Determine pricing strategies that balance profitability and competitive positioning in hospitality businesses.
4. Improve operational workflows by applying fundamental management techniques and responding to business challenges.
5. Plan marketing initiatives that enhance a hotel's digital presence and attract target customers.

Q.2 Program Content

Semester 1: EDAS IHM

Module 1

Course No.	Course Name	Credits	
		US	ECTS
M 9110	A Practical Approach to Protocol and Etiquette	2	4
M 9111	Advanced Hospitality Operations	2	4

Module 2

Course No.	Course Name	Credits	
		US	ECTS
M 9112	Marketing Strategies for Hotel Management	2	4
M 9114	Leadership and Organizational Behavior	2	4

Module 3

Course No.	Course Name	Credits	
		US	ECTS
M 9116	Revenue Management	2	4
M 9117	Innovative, Alternative & Sustainable Trends in Tourism	2	4

Module 4

Course No.	Course Name	Credits	
		US	ECTS
M 9113	Entrepreneurship and Business Modelling	2	4
M 9115	Advanced Finance and Budgeting	2	4
M 9118	Data Analytics (Digital) for Decision Making	2	4
	Total Credits	**18**	**36**
Total Credits for Executive Diploma of Advanced Studies (DAS) in International Hotel Management		**18**	**36**

Semester 2: *EDAS IHM* Optional Internship

Course No.	Course Name	Credits	
		US	ECTS
M 9310	Reflection on Practice	1.5	3
M 9311	Professional Development	1.5	3
	Total Credits	**3**	**6**
Total Credits for Executive Diploma of Advanced Studies (DAS) in International Hotel Management with Internship		**21**	**42**

R. Executive Master of Advanced Studies (MAS) in International Hotel Management (LRM only)

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) MAS, current industry professionals will have the flexibility to combine their studies and existing career.

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

R.1 Program Objectives

The Executive Master of Advanced Studies (MAS) in 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, participants 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
By the end of the program the participant will be able to:

1. Optimize hotel operational structure and customer experience through analyzing relevant management matters, providing solutions for a range of hotel typologies and target markets.
2. Evaluate diverse sustainable management theories within a given context to further develop their own business ideas.
3. Develop the optimal dynamic pricing strategy to efficiently manage operations.
4. Develop digital positioning strategies that are lined up with an organizational marketing plan.
5. Implement decisions and strategies through modern human resource practices and effective leadership.

R.2 Program Content

Semester 1: EMAS IHM
Module 1

Course No.	Course Name	Credits	
		US	ECTS
M 9110	A Practical Approach to Protocol and Etiquette	2	4
M 9111	Advanced Hospitality Operations	2	4

Module 2

Course No.	Course Name	Credits	
		US	ECTS
M 9112	Marketing Strategies for Hotel Management	2	4
M 9114	Leadership and Organizational Behavior	2	4

Module 3

Course No.	Course Name	Credits	
		US	ECTS
M 9116	Revenue Management	2	4
M 9117	Innovative, Alternative & Sustainable Trends in Tourism	2	4

Module 4

Course No.	Course Name	Credits	
		US	ECTS
M 9113	Entrepreneurship and Business Modelling	2	4
M 9115	Advanced Finance and Budgeting	2	4
M 9118	Data Analytics (Digital) for Decision Making	2	4
	Total Credits	**18**	**36**

Semester 2: EMAS IHM

Module 5

Course No.	Course Name	Credits	
		US	ECTS
M 9212	International Human Resources	2	4
M 9215	Project Management	2	4

Module 6

Course No.	Course Name	Credits	
		US	ECTS
M 9211	Crisis Management	2	4
M 9213	International Business Strategy in Hotels	2	4
M 9214	Hospitality Real Estate and Investment	2	4

Project

Course No.	Course Name	Credits	
		US	ECTS
M 9210	Applied Research Project	4	8
	Total Credits	**14**	**28**

	Credits	
Total Credits for Executive MAS in International Hotel Management	**32**	**64**

Semester 3: EMAS IHM - Optional Internship

Course No.	Course Name	Credits	
		US	ECTS
M 9310	Reflection on Practice	1.5	3
M 9311	Professional Development	1.5	3
	Total Credits	**3**	**6**
Total Credits for Executive MAS in International Hotel Management with Internship		**35**	**70**

Pre-Programs

S.   Intensive Hospitality English Language Program (IHELP 6 / LRCM only)

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

S.1   Program Objectives

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

Learning Outcomes

On successful completion of the IHELP 6 program, students should be able to:

1.   Master English at a sufficient level and in accordance with the relevant admissions requirements to be able to study in the Bachelor's Degree, Graduate Programs, Advanced Studies, MBA, or Executive Part-Time Education programs successfully.

2.   Communicate appropriately, using both written and spoken English in hospitality and academic contexts to a professional standard.

3.   Apply a range of study skills, strategies and techniques to enable them to perform to their full academic and professional potential.

S.2   Program Content

Semester 1

Course No.	Course Name	Credits	
		US	ECTS
ENG E631	English Skills	0	0
ENG E632	Listening and Speaking	0	0
ENG E633	Reading and Writing	0	0
ENG E634	English for Hospitality	0	0
ENG E636	Skills for Academic Success	0	0
ENG E637	Culture and Tourism	0	0
ENG E638	Test Preparation	0	0
	Total Credits	**0**	**0**

T. Intensive Hospitality English Language Program (IHELP 15 / LRM only)

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 a Graduate Program, Advanced Studies, MBA, or Executive Part-Time Education, the IHELP 15 program will help you think and feel in the language needed to achieve this.

T.1 Program Content

Semester 1

Course No.	Course Name	Credits	
		US	ECTS
ENG E531	Culture in Hospitality	0	0
ENG E532	Hospitality Innovation	0	0
ENG E533	Operating in English	0	0
ENG E536	Talking the Business: Satisfying Customers	0	0
ENG E537	Understanding the Business	0	0
	Total Credits	**0**	**0**

10.
Course Descriptions

Undergraduate Program

A. Bachelor of Science in Global Hospitality Management *

Bachelor's Degree, semester 1 [LRCM]

ENT P401 - Introduction to Hospitality and Entrepreneurship
Entrepreneurship is a vital element in any successful industry, including that of hospitality. This course will take students on a journey from learning the origins and basics of hospitality to reflecting on challenges and new opportunities in order to take the first steps to being successful entrepreneurs. After examining how the hospitality industry has developed, students are then challenged to present a business plan that is successful and viable in the current economic climate.

FBP P101 - Fine Dining Service
During this course, students will dive into fine dining service in our gastronomic open-to-public restaurant. Working as a brigade, they will discover the standards, sequences of service and techniques used in high-end restaurants around the world and put them into practice. Students will also enhance their self-confidence to provide personalized service to their guests, emphasizing on soft skills and product knowledge.

FBP P102 - Fine Dining Kitchen
This course is divided into two weeks rotation and will immerse students in the unique universe of a contemporary kitchen, each week focusing on high-end products and attention to details. During this course students will have a hands-on cooking experience for fine dining restaurant. Through this experience they will learn how to prepare recipes with ecological and seasonal products, applying sustainable practices in an establishment open to the public. Every week will be composed of workshops including video and practice, as well as homework and a practical assessment.

FBP P103 - Managing Catering and Banqueting Operations
During this course, students will learn the foundations of catering, through various stakeholders and criteria. They will demonstrate an understanding of challenges in catering and develop a reflexion on key levers to successful operation in high scale environment. Student will create documents and recipes using appropriate techniques then operate under supervision of culinary instructors.

FBP P104 - Oenology and Sommelier
This course is a full immersion in the universe of wines. Beginning with historic factors and moving to current tendencies, students will be introduced to the main grape varieties, wine producing countries and the best wine regions in the world. Students will learn of the importance of the environment, the different techniques used in viticulture; the wine making process and the different methods of production. Finally, students will obtain basic knowledge regarding wine tasting and the pairing of wine with food.

FBP P105 - Managing Banqueting and Event Operations
During this course, students will learn how to operate in hotel buffet restaurant operations, developing their communication, teamwork, planification, management skills and anticipation following the quality standard of a high-paced hotel. Students will experience working as a brigade in the banquet operations, managing the guest flows and learning how to anticipate requests while working on a decision-making process that impacts the banquet operations.

FBP P106 - Pastry Atelier
This course is designed to give students an introduction to pastry and chocolate operations. Students will learn to follow recipes and use their senses, understanding the need to be attentive to the sights, sounds, smells and tastes of the pastry kitchen. Practical classes will develop their knowledge of ingredients, physical and chemical reactions during processing, basic techniques as well as usage of equipment and machinery.

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

FBP P107 – World of Mixology
This course explores the world of mixology and spirits. Students learn how to operate a cocktail bar in a realistic environment with professional equipment, as well as prepare and serve beverages meeting industry standards. They will be able to develop their soft skills, know-how and knowledge, three essential pillars of hospitality excellence applied to bartending and mixology.

FBP P108 - World of Barista
During this course, students will explore the world of barista, developing an understanding of the different beverages served in a coffee shop, their method of production, and their preparation methods. They will

* Courses with the same titles may vary by code and description across campuses due to distinct academic needs and local requirements.

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have the opportunity to prepare, promote and serve hot beverages in a professional high-paced environment meeting industry standards. Students will also be able to learn about innovative service techniques around coffee and tea linked with industry trends.

HOS P801 - Hospitality Discovery Experience
The hospitality discovery experience course aims to combine classroom learning with real-world experiences. This course is based on a series of day trips to a range of real-world local hospitality businesses in the canton of Valais and neighboring cantons. Students will learn about the products offered in the hospitality industry by exploring different locations such as hotels, freestanding restaurants, suppliers, and manufacturers. During this two-week course, students will gain a deeper understanding through activities, participation in workshops and discussions.

RDM P301 - Front Office Practical and Property Management Systems
The Front Office practical course considers the role of customer care within the hotel, particularly within the reception environment. It stresses the importance of close communication and cooperation between the Front Office and other hotel departments. In addition, students will have the opportunity to develop practical skills required of front office operational staff. These skills will be practiced in the simulated reception area.

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

RDM P302 - Housekeeping Operations
This practical housekeeping course will provide a detailed analysis of the policies, security measures, and procedures utilized in managing the housekeeping department of a luxury property. Students will learn the relevant practical and cleaning services procedures in guest rooms and public areas. The course provides the necessary fundamentals for the correct handling of chemicals in terms of use, safety, and hygiene in guest room cleaning. The main focus is on room set-up standards, including for VIP arrival, detailed inspection, and customer care within the housekeeping environment. These skills will be developed in the housekeeping mock-up rooms.

RDM P303 - Rooms Division in Hospitality
This course aims to provide students with a general introduction to the hospitality industry and to the

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

RDM P304 - Concierge and Guest Relations
The roles of the concierge and guest relations are a key component of the guest experience in hospitality. In this course students will gain an understanding of these

complex and demanding roles and could experience a real working environment, doing a practical class at the reception desk, completing tasks and interacting with internal and external client.

They will learn the importance of communication skills and the appreciation of diversity and demonstrate broad cultural knowledge. The students can respond creatively in meeting specific guest requests and develop their own project.

GEN P901 - Effective Communication Skills
The purpose of the course is to prepare students to communicate in English in their future careers and to develop the necessary skills for the successful completion of their first internship and Online Internship Course. The topics covered will include, but are not limited to, interviewing, telephone calls, and basic written communication such as formal letters, e-mails, and reports. Of equal importance will be language, vocabulary and register, both oral and written, used within the work environment. Grammar revision will also be included. CVs and letters of application for internship purposes are also covered.

GEN P902 - Numerical Skills
In order for the student to be successful in a business environment a good level of numerical competence is required. This course is designed to improve students 'numerical skills and to introduce them to quantitative reasoning processes. The course content includes operations on whole numbers, integers, fractions, decimals, ratios and proportions, and percentages, as well as simple algebraic concepts with geometric extensions. Essential functions, equations, and numerical relationships are reviewed and applied through exercise work and learning based problems.

Bachelor's Degree, semester 1 [LRM]

FBP P109 - Fine Dining
Fine dining offers the students foundation level skills and knowledge to operate in an upscale dining environment. The students are prepared to work effectively and efficiently in teams to provide timely and appropriate Food and Beverage operations. Demonstrations, simulations, and the practical activities, which will be performed by the lecturers, are due to familiarize them with all aspects of classical kitchen- and service techniques.

FBP P110 - Gastro Dining
Explore the art of gastronomy where you will immerse yourself in the world of the exquisite dining experiences, learning the nuances of food preparation, presentation, and pairing to elevate your culinary expertise. On the oenology side you will be learning to select and present beverages that complement and enhance the flavors of dishes, while understanding the nuances of ingredient selection and menu creation. Delving in a professional way through the world of wine to see the essentials from viticulture to the final phase of the winemaking process, passing through privileged places such as Jerez and Champagne.

FBP P111 - Resort Buffet Operations
Students are prepared to work effectively and efficiently in teams to provide a timely and appropriate buffet operation. This program will prepare them for the industry challenges. Furthermore, practical work will foster and instill skills in interpersonal communication, work organization, and professional appearance. Buffet operations will not only develop technical skills, but also build up in students respect for procedures and instructions. Moreover, it will encourage them to enhance their sense of responsibility, self-discipline and leadership.

FBP P112 - 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. The practical classes will develop an 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, the communication skills, creativity and team spirit.

FBP P113 - Environmental Waste Management
This course is designed to ensure that students expand an understanding the importance of the stewarding role within a food & beverage production area. The students will unfold skills to select equipment and materials to work efficiently, analyzing cleaning schedules, waste removal, supplies and contract cleaning. Food hygiene exposes the students to the importance of correct food handling by understanding microbiological systems. The practical and theoretical knowledge will underpin safety and hygiene routines when working.

FBP P114 - Mixology & Bar Operations
The course is designed to build in the students an awareness of the selling opportunities and service style within a bar concept. The students are introduced to mixing techniques, analyzing beverage trends, various controls and bar psychology within a responsible alcohol serving environment.

FBP P115 - Café-Bistro Operations
The course offers the student fundamental skills development in order to prepare bistro-style service. Students will acquire professional competences using proper hygiene standards, energy conservation and waste management control.
The course is designed for students to work both in teams and individually to produce a quality service in an effective and efficient manner. Students are exposed to the main F&B fundamentals, focused on "modern free flow concepts", "fusion cuisine" to "fast food" and "a la carte" service. 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 student's creativity.

FBP P116 - Trend for Foodies
The course offers the student a fundamental 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 the 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.

RDM P305 - Front Office and Uniformed Service Operations
The aim of this course is to introduce students to

the Guest Cycle seen from different perspectives. Students will be immersed within the Front Office and Uniformed Services Operations, analyzing its procedures and management, and creating the Standard Operating Procedures. Moreover, to provide an insight into the importance of the Guest Satisfaction for the hotel industry, and the relevance of exceeding the Guest expectations, building up strong relationships with customers. In addition, students will have the opportunity to develop practical knowledge and skills required for the Front Office interactions, including the usage of the Property Management Systems.

RDM P306 - Housekeeping Techniques
The course covers all aspects of the Housekeeping Operations in hotels. The course will help the students to develop practical knowledge and skills required by operational staff in the housekeeping departments. The course also underlines the importance of butler service in high-end properties. These skills will be developed in the classroom and practical operations.

RDM P307 - Lodging Concepts and Resorts Development
The aim of this course is to improve students' understanding of the origins, developments, and the required attitude for effective service delivery in the Hospitality sector, as well as how factors may impact successful management. Furthermore, the course will allow the students to have a better knowledge of how a resort is developed and organized, based on location, classification, and guest's needs and expectations.

GEN P902 - Numerical Skills
In order for the student to be successful in a business environment a good level of numerical competence is required. This course is designed to improve students numerical skills and to introduce them to quantitative reasoning processes. The course content includes operations on whole numbers, integers, fractions, decimals, ratios and proportions, and percentages, as well as simple algebraic concepts with geometric extensions. Essential functions, equations, and numerical relationships are reviewed and applied through exercise work and learning based problems.

Bachelor's Degree, semester 1 [ADHA - LR]

FBP P101 - Fine Dining Service
During this course, students will dive into fine dining service in our gastronomic open-to-public restaurant. Working as a brigade, they will discover the standards, sequences of service, and techniques used in high-end restaurants around the world, and put them into practice. Students will also enhance their self-confidence to provide personalized service to their guests, emphasizing on soft skills and product knowledge.

FBP P105 - Managing Banqueting and Event Operations
During this course, students will learn how to operate in hotel buffet restaurant operations, developing their communication, teamwork, planning, management skills, and anticipation following the quality standard of a high-paced hotel. Students will experience working as a brigade in the banquet operations, managing the guest flows, and learning how to anticipate requests while working on a decision-making process that impacts the banquet operations.

Students learn the classics skills based on the fundamentals of the Catering Service to discover a new innovative trend and take initiatives and they will have the opportunity to get same skills concerning Catering VIP Service Procedure, demonstrate professional behavior with the guest and colleagues to respond to final objectives on the operations. In the end, they will be able to recognize the necessary preparation and techniques of service for a high-volume operation in a similar outlet.

FBP P106 - Pastry Atelier
This course is designed to give students an introduction to pastry operations. Students will learn to follow recipes and use their senses, understanding the need to be attentive to the sights, sounds, smells and tastes of the pastry kitchen. Practical classes will develop their knowledge of ingredients, physical and chemical reactions during processing, basic techniques as well as usage of equipment and machinery.

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

FBP P108 - World of Barista
During this course, students will explore the world of barista, developing an understanding of the different beverages served in a coffee shop, their method of production, and their preparation methods. They will have the opportunity to prepare, promote, and serve hot beverages in a professional high-paced environment meeting industry standards. Students will also be able to learn about innovative service techniques around coffee and tea linked with industry trends. environment meeting industry standards. Students will also be able to learn about innovative service techniques around coffee and tea linked with industry trends.

FBP P117 – Emirati Cuisine

The course will discuss the different facets of Emirati cuisine. The Emirati culinary fundamentals will be reviewed together with the traditional Emirati dishes. During this course, students will have a hands-on cooking experience. Through this experience, they will learn how to prepare recipes with Emirati ecological and seasonal products from local suppliers in an open-to-public establishment. The course will allow students to cook Emirati food and showcase its variety of produce, seasonal products, and spices.

HOS P802 - Hospitality Discovery Experience in the Emirates

The hospitality discovery experience course aims to combine classroom learning with real-world experiences. This course is based on a series of day trips to a range of real-world local hospitality businesses in the Emirates. Students will learn about the products offered in the hospitality industry by exploring different locations such as hotels, freestanding restaurants, suppliers, and manufacturers. During this two-week course, students will gain a deeper understanding through activities, participation in workshops, and discussions. Emphasis will also be given to Modern UAE History and Culture.

HOS P803 - Emirati Hospitality Culture

The course will discuss the important principles of Al Sana. It will elaborate into the concept of selfless generosity and the needs of the guests. It will highlight the gestures of Al Sana's service with the manner of respect and tolerance of other cultures together with the excellence in hospitality. The emphasis on Fazaa will be highlighted as well as the etiquettes, ethics and behavior related to the public behavior as well as to the hospitality notions of the service culture. In addition, the course will analyze the development of UAE in the last 50 years, through the founding and vision of UAE by Sheikh Zayed to the current times.

The course will explore significant historical events that have shaped the country and the different cultural notions that are illustrated. The internationalization of UAE and the role of tolerance will be explored together with the vision of UAE into its current format and beyond. In all, the course will explore the essence of culture that stemmed from the history of UAE and how it shaped the current times.

RDM P301 - Front Office Practical, Concierge and Property Management Systems

The Front Office practical course considers the role of customer care within the hotel, particularly within the reception and concierge environment. It stresses the importance of close communication and cooperation between the Front Office, Concierge and other hotel departments. In addition, students will have the opportunity to develop practical skills required of front office and concierge operational staff. These skills will be practiced in the simulated reception area.

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

This course incorporates Front Office, Concierge & Opera PMS theory classes, as well as Opera PMS practical training.

The FO practical classes occur at the front desk, with students undertaking practical exercises. We will also be using Opera for these classes.

RDM P302 - Housekeeping Operations

This practical housekeeping course will provide a detailed analysis of the policies, security measures, and procedures utilized in managing the housekeeping department of a luxury property. Students will learn the relevant practical and cleaning services procedures in guest rooms and public areas. The course provides the necessary fundamentals for the correct handling of chemicals in terms of use, safety, and hygiene in guest room cleaning. The main focus is on room set-up standards, including for VIP arrival, detailed inspection, and customer care within the housekeeping environment. These skills will be developed in the housekeeping mock-up room.

RDM P303 - Rooms Division in Hospitality

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

GEN P901 - Effective Communication Skills

Be it through writing, speaking, or body language, communication is a key component of success in any field. The aim of this course is to equip students with the necessary communication skills needed in daily contexts. The topics include, but are not limited to,

cover email, first impressions, presentations, teamwork and collaboration, role-play scenarios, and reflection on personal growth related to course content.

Written and oral communication skills are the main focus points, with particular emphasis on language, vocabulary, and register.

GEN P902 - Numerical Skills

Mathematical skills are an essential ingredient of any successful business. This course is designed to develop and solidify

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

GEN P951 / P961 - Arabic 1 / French 1

This course introduces basic language, emphasizing oral proficiency and communication skills. Students will participate in simple conversations on various topics, interacting with confidence. They are encouraged to develop competence in using spoken and written language. They will be capable of understanding short texts and instructions. Students will be able to engage in a brief conversation where they can apply their knowledge. Different aspects of the culture in French/ German/ Mandarin/ Spanish speaking countries will be introduced. To reinforce and apply the language learned in class, students are provided with a variety of online tools and applications.

Bachelor's Degree, semester 2

INT P871 - Professional Development I

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

INT P872 - Reflection on Practice I

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

INT P873 - Professional Development I (on-campus)

Successful training in a workplace is a key component of the Bachelor program. This course will take students from their arrival on campus through to the successful completion of their first working experience. The students attend a series of workshops focused on developing the hospitality skills and qualities necessary to acquire, embark on and complete their first internship. From managing their physical and digital professional presence to developing an understanding of industry needs and expectations, the career services team & and faculty will equip students to begin their professional journey.

Bachelor's Degree, semester 3

ENT 1401 - Hospitality Innovation Project 1.0 (LRCM / ADHA-LR only)

This course focuses on a project with an enterprise progressively for innovative ways to connect its product and service to the hospitality industry. This course shows students ideas, motives, and drivers of entrepreneurial activity and, at the same time, introduces them to practical aspects of identifying and researching innovations and business ideas. Based on current methods and concepts of the enterprise product and service, students are enabled to recognize the need for problem-solving and develop customer-specific solution strategies together with the specific enterprise. In addition, the students expand their skills in the areas of independence, teamworking, leadership, planning and control, and documentation and reflection of their process.

FIN 1501 - Hospitality Financial Accounting

Financial accounting provides the basis for understanding financial reporting and the primary uses of financial information to assess a company's financial

strength and viability. Students are introduced to basic accounting practices, including major classification of accounts, concepts, and the production of financial statements. Financial statements from hospitality operations are introduced, and various forms of financial analyses are included demonstrating how they serve the manager to assist in any business decision-making process. Developing an ability to understand and interpret a company's financial communication is the underlying goal for this course. This ability will serve as the strongest pillar for all finance-related topics.

HRM 1701 - Human Resources and Diversity in the Global Workplace

The importance of people and the different approaches to promote diversity in the workplace are highlighted in this course. Human resources theories and strategies are analyzed, providing students with the means to address the technical and operational challenges of junior supervisory/managerial roles, irrespective of their specialist area. Essential themes from recruitment to leadership are explored to provide an overall understanding of the workplace. The challenges of leading increasingly diverse teams and maintaining inclusion will be discussed using case studies.

MKT 1601 - Marketing for the Hospitality Industry

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

TRM 1801 - Principles of Sustainability and Innovation

Innovation and sustainability are key elements leading to competitive advantage in contemporary organizations. Today industries are developing sustainable plans to decrease their operating costs, to improve their marketing performance, to enhance the customer experience, and to comply with the new and stricter environmental regulations. In this course the student will learn that by applying sustainable actions and innovative technological advances it is possible to lower operational costs while gaining a competitive

advantage in the global marketplace.

GEN 1902 - 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, including Governmental Economic Policies.

GEN 1905 - Fundamentals of Data 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 spreadsheet.

GEN 1915 - Communication Skills for Future Leaders

The aim of this course is to equip students with the fundamental written and oral communication strategies needed to convey their message effectively, developing persuasion techniques, in appropriate written and oral formats, which can be applied to future semesters of learning and to their career. Essential research and critical reading techniques are introduced and developed along with the means for presenting information credibly. In groups, projects are researched and presented to classmates with the aim of swaying the audience. Students learn how to evaluate the potential impact of their delivery on the audience and develop their self-confidence in the persuasive presentation. Students also conduct research to write a persuasive report as a final assessment, evaluating source credibility and considering the appropriate usage of artificial intelligence.

GEN 1951 / 1961 - Arabic 2 / French 2 (ADHA-LR)

This course reinforces and extends language acquired in level 1, reviewing grammar learned and introducing new structures. Class work emphasizes development of confidence in speaking. A wide variety of vocabulary

will be introduced to enable students to interact in everyday situations. Students will be capable of understanding and writing simple texts. Different aspects of the culture in French / German / Mandarin / Spanish speaking countries will be introduced. To reinforce and apply the language learned in class, students are provided with a variety of online tools and applications and assigned supervised exercises to improve their listening skills, pronunciation, inflection, grammar, and vocabulary.

Bachelor's Degree, semester 4

ENT 2401 - Hospitality Innovation Project 2.0 (LRCM / ADHA-LR only)

The course will equip students with the knowledge and skills they need in hospitality innovation. It is designed exclusively for the hospitality industry and will inspire you on how to recognize opportunities and build innovative solutions while also cultivating your entrepreneurial skills and expertise. Students will learn about product development, and have the chance to put their ideas and products to the test in a real-world setting.

FBM 2201 - Food and Beverage Management

Food and Beverage Management is the segment of the hospitality industry that focuses on operations in a variety of hospitality related sectors. This course discusses perspectives from the food and beverage department of freestanding restaurants and hotels. Students will evaluate organizational, operational, and financial aspects of modern food and beverage operations. Analysis of food and beverage offers and cost control systems as well as appraisal of a feasibility study in food and beverage operations is covered. The course places an emphasis on food and beverage concept development, including menu design and evaluates current trends in the industry.

HRM 2701 - 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 have the possibility to learn and apply the acquired knowledge on challenging team projects, including the development of leadership skills.

MKT 2601 - Customer Experience in a Digital Age

This course focuses on strategies and best practices for managing customer experience in the digital world. With the development of technologies our customers and their preferences change fast, therefore it is of high importance for companies to implement innovations and provide the best customer experiences in order to be competitive on the market. You will learn about leading innovative strategies of how to grow the market share, gain new customers, and transform their experiences. The course also introduces the basics of design thinking, experiential marketing, and service innovations for creating more customer-centric hospitality products.

RDM 2301 - Revenue and Pricing Management

In this course, students will research and analyze the evolution of pricing, the market, and the changing mindset of the consumer in the contemporary distribution landscape, both online and offline. Effective revenue and pricing strategy will be analyzed by identifying challenges and developing solutions to increase profits in any hospitality organization. They will critically evaluate current trends in hospitality are critically evaluated to embrace the skills necessary for successful revenue managers in today's dynamic hospitality world. Revenue management simulations will be used evaluate the tactics and strategies developed by the students.

RDM 2302 - Rooms Inventory and Control Management

This course provides students with a comprehensive understanding of the key principles and practices involved in effectively managing the rooms division department within a hospitality establishment. Students will explore various aspects of front office operations, housekeeping, reservations, and guest services, gaining the knowledge and skills necessary to excel in this critical area of the hospitality industry. Through a combination of theoretical concepts, practical applications, case studies, and hands-on experiences, students will develop a strong foundation in rooms division management and acquire the tools needed to succeed in a dynamic and competitive hospitality environment.

TRM 2801 - Tourism Principles and Practices

Tourism is a large and multi-faceted complex industry that has various economic, cultural, and environmental impacts on most national economies. The tourism industry is one of the largest growing sectors in the world. This course seeks to provide students with essential concepts, principles, and main typologies of tourism. Students should further examine the nature of the demand and supply sides, the components of a

tourist destination and the impact of tourism on host destinations. Eventually, the course examines the current and emerging trends that challenge the tourism sector.

GEN 2911 - Sensory Design Experience in Emirati Hospitality (ADHA-LR only)
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, including Governmental Economic Policies.

Bachelor's Degree, semester 5

INT 3873 - Professional Development II
Successful internships are a key component of the BBA program. The second internship will take the knowledge and skills of the second year of study and make practical use of them in a real-world context, through placement in a professional hospitality establishment. A series of preparatory activities will equip the students with a range of proficiencies, such as interview and networking skills to successfully complete a professional internship and will facilitate the constructive evaluation of managerial practices and organizational culture they encounter in the workplace.

INT 3874 - Reflection on Practice II
This online internship project will accompany students on their second internship. Building on and making use of the knowledge and skills gained in the second year of study, students will identify a strategic aspect of their host company to explore and review through observation and reflection. The course will be self-paced, and students will be expected to develop and demonstrate learning autonomy with support offered by a member of faculty.

Bachelor's Degree, semester 6

ENT 4401 - Hospitality Innovation Project 3.0 (LRCM / ADHA-LR only)
This course provides students with a unique pedagogical experience to develop a business project in real-life settings. Students will enhance their knowledge and skills by working on the case problem provided by a partner organization. The nature of the project may vary every semester, but the area of focus will center around the hospitality sector. Students will be required to develop solutions for the most immediate business problems and prepare themselves to work in an ever-changing business world.

FIN 4501 - Hospitality Financial Management and Budgeting
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, analyze 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 behavior, profitability, cost volume profit analysis and pricing, budget setting, flexible budgeting, cash flow statements and working capital management. Students will also identify the risk and return associated with different levels of financial leverage and operational leverage. 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.

HOS 4801 - Hospitality Strategy and Organizations
Hospitality strategy is an important element of any national and global organization. The modern hospitality professional needs to understand global complexities within the industry in a diverse setting. In this course, students will learn how to create a sustainable strategy for an establishment including the business environment, different stakeholders and how to engage with different stakeholders important for the success of the business. In addition, students will develop a profound understanding of the differences in organizational legal structures, identifying which is the best fit for a certain type of organization and its environment.

MKT 4601 - Customer Relationship Management
The adoption and implementation of CRM systems represent a transformation of the firm from a 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 processes 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 a 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.

TRM 4801 - Sustainable Facilities Design
During this course, students will explore the different aspects that shape facilities design, and gain valuable insights into sustainable architecture and construction of different building typologies.

The course combines theory and practice, encouraging them to analyze and develop concepts that harmoniously unite business ideas, artistic flair and sustainable principles. Engaging in hands-on projects, the students will be introduced to the art of balancing the creation of exceptional experiences for the guests with optimizing construction costs, and enhancing the environmental performance of properties.

As future leaders, students will be empowered to envision facilities leaving a lasting positive impact on guests, the environment, and the tourism´s overall economy.

GEN 4901 - Methods of Research Inquiry
It is more relevant than ever to be able to find credible and valid answers to the questions being asked in today's dynamic world. This course provides undergraduate students with a background in research methods and strategies, equipping them to conduct independent research projects in the academic world and beyond. The course covers the characteristics and limitations of different research methods and enables students to put some of these methods into practice, enhancing students' research skills and assisting them in the preparation of any research task they may engage in. The ability to critically reflect and write about existing research is also developed.

GEN 4905 - Data Analytics for Business Optimization
The course intends to equip students with the necessary skills required to interpret and understand quantitative and qualitative data. The course will take a holistic view on how statistical data analysis has developed as a means to make data-driven decisions. Statistical terminology and techniques, descriptive and inferential statistics, and probability theory are covered. Descriptive and predictive analytics methods, including linear regression and different forecasting techniques are applied to identify optimal solutions. The course aims to enable students to understand how quantitative data analytics impacts the decision-making process, as well as to enhance the students' ability to perform statistical analysis.

GEN 4912 - Islamic History and Values (ADHA-LR only)
The course will present the different facets of the Islamic history looking at the fundamentals and concepts of Islam. Through the course, the history of Islam will be discussed together with the impact of Islam on Emirati culture and values. It will then elaborate on the Islamic views and traditions within the hospitality as well as the importance of Ramadan traditions and its associations with hospitality of the industry. In all, the course will highlight the significance of Islamic values to today's hospitality.

Bridging and Adaptor Courses

GEN 4906 - 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.

HOS 4802 - Events Operations and Project Management
As events become more sophisticated and increasingly important for many businesses, the need for effective project planning and management is paramount to the overall success.
This course trains students to become professional event managers capable of making effective and efficient project management decisions. The course provides the academic knowledge, business understanding, project management tools and

techniques, and the ability to apply these to create and execute high-level events. The course also aims to explore the key components in effective human resource management, project processes, logistics, operations and management, and the role these play in delivering results.

RDM 4301 - Revenue and Pricing Management
In this course, students will research and analyze the evolution of pricing, the market, and the changing mindset of the consumer in the contemporary distribution landscape, both online and offline. Effective revenue and pricing strategy will be analyzed by identifying challenges and developing solutions to increase profits in any hospitality organization. They will critically evaluate current trends in hospitality are critically evaluated to embrace the skills necessary for successfulrevenue managers in today's dynamic hospitality world. Revenue management simulations will be used evaluate the tactics and strategies developed by the students.

Bachelor's Degree, semester 7

Core Courses

HRM 5701 - Leadership and Talent Management
This course will integrate and further develop human resources strategies such as compensation and benefits, learning and development, and human resources planning. Students will learn the theory and practice of motivation, leadership. Students will be encouraged to reflect upon their own people and talent management skills in managing teams. Emphasis is placed on the importance of implementation and application of human resources strategies to the workplace.

GEN 5910 - Sustainability and Innovative Applications
The course provides a foundational perspective for social responsibility and innovation in relationship to individuals, organizations, and the community. Our global future depends on embracing innovation as a catalyst for transitioning towards a sustainable society searching for the balance between social, environmental, and economic aspects of life. The course will provide an overview of Corporate Social Responsibility (CSR) as a distinctive guiding principle within the realm of corporate operations. Students will be able to explore how organizations can integrate CSR into their practices, and gain the skills to analyze, develop, and make recommendations for implementing strategic CSR in organizations, emphasizing the importance of ethical and socially conscious decision-making.

GEN 5911 - Advanced Methods of Research Inquiry
The course provides the necessary skills and knowledge for the students to excel in completing their academic research. It emphasizes mastering research methods and providing a comprehensive understanding of the research process.
Throughout the semester the students will explore various research strategies, design research questions, develop hypotheses, utilize appropriate data collection methods, and critically evaluate reliable literature sources for the chosen research topics.

Specializations

Hotel Financial Performance Management Specialization (LRCM only)

FIN 5501 - Performance Management
Performance Management is an advanced management accounting course that gives students the accounting skills to succeed in the contemporary hospitality environment. This course supports managers to make better internal decisions by more effectively planning and controlling operations. The course further explores pricing from an accounting cost-based perspective and demonstrates how indirect costs (overheads) can be divided between departments and products in an operationally efficient manner. The use of variance analysis to better control costs and budgets to more effectively predict cash flows, revenues and expenses are explored to allow managers to better plan, measure performance and make decisions in the modern global hospitality environment.

FIN 5502 – Corporate Financial Decision Making
This course is designed to give students exposure to the role of the financial manager in a business enterprise. Students will gain a working knowledge of corporate finance tools such as financial analysis, time value of money, determinants of interest rates and the yield curve. Valuation and rates of returns for stocks and bonds, estimation of the cost of capital, capital budgeting decisions and strategies for raising capital will also be covered. Although the primary focus of the course is on corporate financial management, the knowledge gained in this course has direct application to financial management in the service industry at all levels.

FIN 5503 - Hospitality Finance Forecasting and

Modelling

Financial forecasting and modelling are essential to support a variety of investing and financial decisions, as well as to conduct equity valuations. This hands-on course provides the skills to apply theories, concepts, and current practices in developing strong spreadsheet knowledge that is used for effective financial analysis and decision-making. By integrating previous expertise in economics, accounting and finance, students will be able to leverage market data and company-specific information to support their decision making regarding real hospitality business problems under conditions of uncertainty.

FIN 5504 - Applied Investment and Hospitality Business Valuation

During this course students are exposed to the theoretical and practical applications of investment finance and asset management allowing them to critically evaluate alternatives pertaining to investing in financial securities and to construct investment portfolios reflecting desired risk and return preferences. The course explores capital markets and the models employed during securities analysis and portfolio management. Topics examined include portfolio/ diversification theory, short-term and long-term investments, securities trading, investing in an international environment, asset management and investment funds.

Developing and Managing Resorts Specialization (LRM only)

TRM 5801 –Project Management for 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: being responsive to the client and the environment; identifying and correcting problems in early stages; making timely decisions about conflicting goals; 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 analyzed.

TRM 5802 - Introduction to Golf Management

In this course, the Golf Industry is introduced, as are the different types of golf courses. Basics of the golf course will then be discussed. The different golf facilities and its operational function, together with the philosophy of golf management, will be analyzed. The study of a golfer as a customer, according to the type of operation, will be emphasized. The different profit centers in a golf club and the management of the facilities will be studied.

TRM 5803 - Spa, Health and Wellness in Resorts

This course will provide an introduction to Spa Resorts. It will analyze how Spa and Wellness concepts have been developed over the years, focusing on three areas: Operations, Sales and Marketing, and Financial Management. In this way, the concepts and techniques involved in the development, management and marketing of Spa and Wellness facilities and businesses will be identified. The creation of a Spa customer service and customer journey map will be studied. 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. The production of marketing campaigns adapted to meet consumer needs, personnel required, safety, and ethical and sustainability issues regarding spas are an important part of the course. The concept of the spa vacation is studied in depth, which will allow the development of managerial tools specifically designed for this kind of economic activity.

TRM 5804 - Resort Management and Operations

This course focuses on how a resort is managed and how it operates once it is open. As a complex group of smaller businesses, the running of each one of these businesses will be analyzed depending on the purpose and type of the resort. Aspects related to the characteristics of managing such a complex product will be emphasized and the operations of the resort itself will be discussed. Any other relevant business that becomes important due to international trends in the resort industry will be covered as well. Any other relevant business that becomes important due to international trends in the resort industry will be covered as well.

Entrepreneurship and Business Development Specialization (LRCM / ADHA-LR)

ENT 5401 - Innovation Practices in Hospitality and Tourism

Globally, innovative start-ups scoping hospitality and tourism sectors are being launched at a rapid pace. This course using a problem-solution approach, would enable students to identify opportunities in assessing innovative start-up concepts. This course focuses on developing scalable start-ups by applying innovative business

models. Students would be able to assess the viability and the riskiness of their start-up concepts. The objective of the course is to provide students with an expertise in conceptualizing, validating, and producing a business plan using lean methodology. Start-up business planning techniques are used to facilitate ideation, feasibility analysis, market research and development of various operational areas.

ENT 5402 - Legal and Ethical Considerations for Start-up Projects

This course addresses the legal and ethical aspects necessary for entrepreneurs when launching a start-up. It covers a range of legal issues that must be addressed in the early stages of setting up and running a business. Students will develop competencies and practical insights required to identify and respond to the evolving challenges of the legal settings for start-ups in diverse geolocations. The course examines considerations related to the legal and social structure, responsibilities of an enterprise, including contract requirements, partnerships, and approaches to the collection, protection, and use of sensitive customer data in different locations. Students will also explore the impact of the external environment on a business concept to ensure they are prepared to launch a lean business plan.

ENT 5403 - Financial Intelligence for Entrepreneurs

A start-up's success depends upon financial acumen of the founding members. This course enables critical financial skillset development in the context of a successful start-up launch. Students would be able to evaluate financial requirements and riskiness linked to their start-up concepts. The objective of this course is to provide the students with an expertise in financial forecasting and modelling techniques. Students will produce the key financial information pertaining to the break-even analysis of the start-up. Successively, students will produce an investor proposal justifying initial start-up investments based on the valuation of the start-up project / venture.

ENT 5404 - Start-Up Marketing for Entrepreneurs

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

Entrepreneurship and Business Development Specialization (LRM)

FIN 5505 - Maximizing 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.

FIN 5506 - 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 analyze 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 analysis.

MKT 5606 - 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 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 in 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 analyzed on a global point of view without entering in countries specificities.

FIN 5508 - SME 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.

Digital Marketing Strategies Specialization (LRCM)

MKT 5601 - Innovative Sales Strategies

In this course, students will learn how successful companies develop their sales strategy and available options and instruments insight into the most important concepts, methods, and mechanisms of sales strategies. In this way, students will understand sales, shaped by a dynamic environment consisting of the interplay of market conditions and products and services. Students will effectively position, communicate, and sell products and services with successful innovative sales strategies. Furthermore, the focus is on exploring new innovative selling strategies, and technology is needed to manage online sales best to ensure business success.

MKT 5602 - Marketing 5.0

Marketing 5.0 is inclusive of recent trends and changes in consumer behavior and technical advances to ensure that brands and businesses become and remain relevant in today's competitive marketplace. Shifts in consumer behavior have necessitated innovative marketing strategies to grow, sustain, and develop authentic dialogues with brand ambassadors. Thus, a comprehensive approach, from the development and marketing of products and services to the establishment of long-term relationships with the customer base, is required. The utilization of hospitality case studies offers students a direct experience of authentic training needs in marketing departments of this industry.

MKT 5603 - Global Strategic Marketing

This course aims to equip students with the ability to apply a strategic decision-making process in a complex global environment. Students will explore the significance of global strategic marketing for the hospitality and tourism industry and delve into practical situations involving strategic decision making models. Working collaboratively in a team, students will critically assess the design, development, and content of a strategic marketing plan. By the end of the course, students should possess the skills necessary to formulate effective solutions for business challenges in a global hospitality context. The course also addresses current ethical marketing issues and sustainable marketing practices.

MKT 5604 - Digital Marketing and Media Engagement

In today's business landscape, dealing with the continuous growth of social media channels, the increasing influence of connected customers, and the proliferation of new digital technologies is crucial. Marketers must design, implement, and measure the impact of digital strategies that resonate with today's digitally savvy customers and align with traditional marketing and business objectives. This course focuses on how marketers can engage with digitally sophisticated customers, build strong customer relationships, and influence the digital path to purchase. Students will gain a deeper understanding of the core processes involved in creating digital marketing campaigns and the role of various digital channels in integrated marketing communication.

Digital Marketing Strategies Specialization (LRM)

MKT 5282 - Innovative Sales Strategies

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

MKT 5283 - Digital Marketing & 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.

MKT 5285 - Marketing 4.0

This course is designed to develop a critical understanding of the formulation and implementation of integrated marketing communication plans and associated activities. The course draws on case study materials which enables students to appreciate and manage marketing communications within a variety of different contexts. Students will analyze the processes, issues and vocabulary associated with integrated marketing communications in order to make a

contribution within their working environment both for internal and external audiences. This course will also explore hospitality on-line communication and social media optimization.

MKT 5286 - Global Strategic Marketing

This course aims to equip students with the ability to apply a strategic decision-making process in a complex global environment. Students will explore the significance of global strategic marketing for the hospitality and tourism industry and delve into practical situations involving strategic decision- making models. Working collaboratively in a team, students will critically assess the design, development, and content of a strategic marketing plan. By the end of the course, students should possess the skills necessary to formulate effective solutions for business challenges in a global hospitality context. The course also addresses current ethical marketing issues and sustainable marketing practices.

Luxury Hospitality Management Specialization

HOS 5801 - Managing Luxury Hospitality Establishments

This course provides insight into the historical evolution of luxury in the hospitality industry. It addresses the challenges of managing luxury establishments, including impactful skills, contemporary etiquette, customer relationships, diversity, embracement, and leadership. Current trends and new technologies in managing luxury businesses are discussed. Students are exposed to examples and applied cases from global best practices.

HOS 5802 - Ultra-Luxury Hospitality Products and Tourism Destinations

This course explores ultra-luxury hospitality products and tourism destinations. Through tourism planning techniques, management practices, and innovation approaches, students gain a global perspective on how destinations plan services and deliver exclusive consumer experiences. The course evaluates key drivers and success factors, including the main stakeholders involved in developing and maintaining ultra-luxury tourism destinations and products. Additionally, it explores future practices such as creating immersive experiences within the creative economy.

HOS 5803 - Sustainable Design and Eco Luxury Experiences

This course covers the main pillars of sustainability within the luxury segment and design industry. It examines the evolution of key sustainability concepts and their application in various markets, with a focus on hospitality. Students gain a holistic understanding of addressing today's global challenges. The course prepares students to assess the needs of environmentally conscious consumers and develop business propositions that remain environmentally integrated and valuable in the long term. High-end brands are used as illustrations, and cases on sustainable design are evaluated.

MKT 5605 - Luxury Brand Management and Communication in Hospitality

This course delves into brands in the luxury hospitality industry, focusing on elements related to brand equity, brand associations, brand positioning, and brand values. It outlines best practices in luxury brand management, considering consumer behaviors, needs, and wants. The course also explores marketing's role in branding and marketing communication planning strategies for the relevant target segment. Case study examples showcase luxury brand management and communication techniques.

Bachelor's Degree, semester 8

DIS 6950 - Work-Based Research

During this final project students will be working with a hospitality establishment on a strategic evolvement of parts of their business solutions, diversification of products or services, geographical coverage. As groups of students, each has the ability to support this overall applied business research project with their ultimate strengths and innovative and creative output. This project will cover all elements of a business project and includes, but not limited to theoretical overview, market research (primary and / or secondary), presentation of findings and recommendations.

DIS 6951 - Work-based Reflection Report

During the research done at the workplace, students are required to complete a work based reflection on their development, and in alignment with the overall outcomes of the professional experiences. This supervised experience will assist the student towards their own growth and leadership competences which can then be applied in a professional environment.

DIS 6952 - BSc Dissertation

A dissertation at Les Roches is the outcome of a whole semester's work researching a topic of the student's choice under the guidance of a supervisor. The student identifies a research question related to hospitality or tourism and undertakes independent research during

the semester gathering primary data and potentially secondary data to answer this question. The dissertation contains a review of the relevant academic literature, explains and justifies the research process, presents and analyses the results and provides recommendations for academia and the industry.

DIS 6952 - Advanced Dissertation in Industry Context
Students will have an opportunity to either join an existing applied project or design their own project in an area of their interest or related to their specialization. The Advanced Dissertation in Industry Context research is the carrying out and communication of a piece of investigative academic work that demonstrates, within the context of existing knowledge, an understanding of a particular problem together with evidence of original, critical, and analytical thinking. The investigative work will contain a considerable amount of data; the data will be analyzed and used to support a logically structured argument. The work done must be original, it may build on the previous dissertation results, or on the specialization. The work must be analytical, and the examiners will look for evidence of evaluative skills in the written documentation and follow-up presentation of findings.

B. General Education

Electives

GEN P901 / P903 - Effective Communication Skills
Be it through writing, speaking, or body language, communication is a key component of success in any field. The aim of this course is to equip students with the necessary communication skills needed in daily contexts. The topics include, but are not limited to, cover email, first impressions, presentations, teamwork and collaboration, role-play scenarios, and reflection on personal growth related to course content.

Written and oral communication skills are the main focus points, with particular emphasis on language, vocabulary, and register.

GEN P904 - Interpersonal Communication Skills (LRM only)
Students learn to perform well in an academic and professional environment and to successfully go through the stages of an effective writing process. The course will look at the Principles of Communication, and will examine specifically differential styles

of communication, selecting sources for presenting information and writing reports.

GEN P961 / P971 / P981 / P991 - French 1 / German 1 / Spanish 1 / Mandarin 1 (LRCM)
GEN PM81 / PM71 / PM61 / 2M91 - Spanish 1 / German 1 / French 1 / Mandarin 1 (LRM)
GEN P951 / P961 - Arabic 1 / French 1 (ADHA-LR)
This course introduces basic language, emphasizing oral proficiency and communication skills. Students will participate in simple conversations on various topics, interacting with confidence. They are encouraged to develop competence in using spoken and written language. They will be capable of understanding short texts and instructions. Students will be able to engage in a brief conversation where they can apply their knowledge. Different aspects of the culture in French/ German/ Mandarin/ Spanish speaking countries will be introduced. To reinforce and apply the language learned in class, students are provided with a variety of online tools and applications.

GEN 1961 / 1971 / 1981 / 1991 - French 2 / German 2 / Spanish 2 / Mandarin 2 (LRCM)
GEN PM82 / 1M82 / 1M72 / PM62 / 1M62 - Spanish 2 / German 2 / French 2 (LRM)
GEN 1951 / 1961 - Arabic 2 / French 2 (ADHA-LR)
This course reinforces and extends language acquired in level 1, reviewing grammar learned and introducing new structures. Class work emphasizes development of confidence in speaking. A wide variety of vocabulary will be introduced to enable students to interact in everyday situations. Students will be capable of understanding and writing simple texts. Different aspects of the culture in French/ German/ Mandarin/ Spanish speaking countries will be introduced. To reinforce and apply the language learned in class, students are provided with a variety of online tools and applications and assigned supervised exercises to improve their listening skills, pronunciation, inflection, grammar, and vocabulary.

GEN 2961 / 2971 / 2981 / 2991 - French 3 / German 3 / Spanish 3 / Mandarin 3 (LRCM)
GEN 1M83 / 2M83 / 1M63 / 2M63 / 2M73 - Spanish 3 / French 3 / German 3 (LRM)
This course reviews and extends grammatical structures from level 2 and provides students the possibility to talk about their past habits and their previous experiences. Grammar and vocabulary accuracy are improved in written and oral contexts. Different aspects of the culture in French / German / Mandarin / Spanish speaking countries will be introduced and discussed. To reinforce and apply the

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

GEN 4961 / 4971 / 4981 / 4991 - French 4 / German 4 / Spanish 4 / Mandarin 4 (LRCM)
GEN 2M84 / 2M64 / 4M84 / 4M64 - Spanish 4 / French 4 (LRM)

This course reviews and extends language from level 3, introducing more complex grammar concepts, emphasizing spoken proficiency and developing confidence in writing in different contexts. Language studied and materials used offer the students the possibility to talk about current events and express their opinion - a variety of texts are provided to encourage discussion. Different aspects of the culture in French/ German/ Mandarin/ Spanish speaking countries will be introduced and discussed. Online tools and applications will be provided in order to improve listening skills, pronunciation, inflection, grammar and vocabulary.

GEN 4M85 / 4M65 - Spanish 4 / French 4 (LRM)

This course reviews and extends language from level 4, introducing more complex grammar concepts, emphasizing spoken proficiency, and developing confidence in writing in different contexts. Language studied and materials used offer the students the possibility to talk about current events and express their opinion - a variety of texts are provided to encourage discussion. Different aspects of the culture in French/ German/ Mandarin/ Spanish speaking countries will be introduced and discussed. Online tools and applications will be provided to improve listening skills, pronunciation, inflection, grammar, and vocabulary.

GEN 1903 - Global Culinary History (LRCM only)

Food is essential to the survival of all species but only humans have developed the most fantastical and elaborate dishes to satisfy this physical need. From the discovery of fire to the development of agriculture, globalization, and then modern processing, we will explore the history of food. Food as a vital element of cultural identity and geography will be discussed in terms of staple ingredients and dishes. And in a world of plenty, we will reflect on current trends in the consumption and production of food.

GEN 1904 - Human Diversity (LRCM only)

Human diversity is explored through the relationships between people, places and history that have forged the world and that have led to the spatial distribution of groups. The interplay between the environment and human society are fundamental to the understanding of human diversity. Beginning with human evolution and migration, themes relevant to an understanding of contemporary societies will be addressed. The major themes associated with human diversity in today's world will be developed to provide insights regarding inclusion.

GEN 2910 - Aesthetic Expressions (LRCM only)

This course explores the arts and humanities from a broad inter-disciplinary perspective, examining the influences of society, politics and economics as well as science and technology on various forms of aesthetic expression. Students are encouraged to question their understanding of what the ideal of beauty has been at any moment in time. A strong emphasis is placed on developing an ability to evaluate various types of artistic creativity as expressions of and departures from the cultural mainstream, equipping students with the skills necessary to draw connections between scientific thinking, social development and aesthetic expression.

GEN 5902 - People, Conflict and Negotiation (LRCM / ADHA-LR only)

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

GEN 5903 - Law in the 21st Century (LRCM only)

To be successful in the 21st century hospitality environment requires managers to recognize, evaluate and influence juristic issues that arise in the contemporary legal environment. Consequently this course conveys to students the legal knowledge and the analytical skills to anticipate and resolve common legal challenges when working as facilitators in the modern environment. Students will be able critique and utilize both civil and private law and to identify the implications, opportunities and risks relating to a number of pertinent legal areas.

GEN 4902 - Models for Problem Solving and Decision Making (LRM only)
Managers today often need to use software-based tools to solve problems. This course provides some models for analysis and managerial decision-making that can be applied either in the hospitality sector or other sectors. Students will evaluate and solve problems based on various common situations found in hospitality. Many managers face scheduling or tasking problems where the number of staff needs to be controlled or particular staff need to be available for specific tasks. The control of materials is also a problem that can be approached in several ways whether that is revenue, profit or time-based. All these problems will be resolved by applying appropriate modeling techniques and the Solver.

GEN 4910 - World of Wine and Viticulture (LRCM only)
Fine wines are an integral feature of a refined culinary experience. This course is designed to provide students with a rich knowledge of the major wine producing countries with a focus on the most prestigious regions of the world. Students develop the necessary skills to conduct a professional wine tasting session and to distinguish and identify the different processes used for wine making and ageing, describing their effects on wine style. The environmental impact of growing healthy grapes is explored as well as geographical origins and other labelling terms commonly used to indicate the style and quality of wine.

GEN 2901 - Sensorial Design Experiences (LRCM only)
In all spaces, the facilities and the overall physical environment strongly influence the moods and emotions of the people involved. By purposeful design of the space in terms of the environment as well as various sensorial stimuli, the overall experience of these interactions can be improved.

This course covers the fundamentals of service experience design and facility design principles to enable students to effectively stage experiences for consumers and service personnel alike. Students will also learn about the various aesthetic and sensorial design elements of the environment that can be incorporated to complement sustainability and building efficiency, while improving guest's comfort and overall satisfaction levels.

GEN 2902 - The Psychological Dimensions of Wellbeing (LRCM only)

Goal 3 of the UN Sustainable Development Goals seeks to promote well-being, that is a positive state affected by every aspect of our life. Skills and practices, based on current academic theories and practices, will be provided to students to enhance their own well-being in this elective. Key concepts such as self-awareness, self-acceptance, resilience, and social relationship will be analyzed and discussed. Students are encouraged to reflect upon their own life habits and to practice from a range of different activities to develop their personal well-being.

GEN 4903 - Culture and Society (LRCM only)
The world we live in has been created by human needs and desires. Culture is essential to human survival and is composed of many activities and rules considered universal. Societies structure our daily lives in very many ways from birth to death. Society and Culture will provide you with a framework enabling you to reflect upon the cultures we identify with and the societies we live in. Comparisons of human societies in time and space as well as the role of globalization and technology will also be addressed.

GEN 4904 - Environmental Studies (LRCM / LRM)
This course concerns the impact of human activities on the environment and, increasingly, the pressures on those same activities. The Earth is witnessing unprecedented environmental rates of change: species extinction, changes in the ozone layer, changes in the oceans, the increasing human population with the consequent political, social, economic, and environmental impacts. The measures taken to resolve these impacts can also lead to conflicts or unintended impact between different areas. Several current common renewable energy technologies will be considered for the mitigation offered as well as examining their function and application. The students reflect on their own contribution to the environmental pressures that have an impact on a personal and professional level in the modern world.

GEN 5901 - Politics and International Affairs (LRCM / ADHA-LR only)
The world of international relations can be compared to a large stage with major and minor actors. While the importance of the sovereign state has eroded over time due to the rise of the other actors, it still stands supreme. In this course, the changing nature of relations among states and other actors will be placed in context by reviewing related historical developments. The introduction and the use of a theoretical framework,

applied to current global events, enable reflection on this area of study.

GEN 5904 - The Science and Culture of Gastronomy (LRCM / ADHA-LR only)

Knowing what you eat brings a new dimension in to the art of gastronomy. Starting with an exploration of gastronomy through its history and its major influences throughout world culture. The nature and perception of gastronomy in terms of geographical and cultural perspectives will be discussed. There will be an in-depth exploration of how food affects our psyche, body, and wellbeing. During this course students will extend their knowledge of food, drinks and all that makes the world of gastronomy what it is today. Sensory evaluation techniques will be explored in a practical way using the five senses and recording, analyzing, and presenting results.

GEN 5915 - Health and Wellness Management (LRCM / ADHA-LR only)

Motivated by the impending need of healthy living and self-care, consumers are prioritizing healthier hospitality experiences and, meanwhile, demand hospitality-like healthcare services. Compounded by this, recent health crises have pushed the hospitality sector to look beyond traditional business models and promote health at all levels of the experience chain.

This course will help students to evaluate the changing consumer attitudes and behavior towards their health and prepare them to convert business opportunities from the hospitality point of view. Students will also learn how to integrate the two domains of hospitality and healthcare to createnew business models.

GEN P909 / 1909 / 2909 - Creativity and Innovation (LRM only)

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.

GEN 4908 - Handling Change and Digital Transformation (LRM only)

In this course, students will meet the challenges of digital transformation to ensure long-term success as a leader in a primarily digital world. The course examines the process of change management and innovation as fundamental principles of digital transformation in today´s organizations and its economic risks, integrating them into a framework of traditional and modern leadership 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.

GEN 4907 - Events Management (LRM only)

This course is designed to provide students with a solid knowledge of Event Industry. They will learn how the events industry has developed and the economic impact it has had on venues 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. They will develop skills on how to negotiate with customers and suppliers in order to ensure the overall success of an event.

GEN 4909 - Sustainable Development in a Globalized World (LRM only)

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.

GEN 5914 - Convention and Trade Fair Planning (LRM only)

Prepares the students to get a whole knowledge of MICE travel (meetings, incentive, congresses, conventions and conferences, and exhibitions). Students also will learn useful concepts and topics and how to develop their planification and organization skills to be able to

organize any kind of event in different venues.

GEN 5912 - Influencing Through Communication (LRM only)
For the acceptance of your ideas and proposals, either in formal or informal 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 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 audience.

GEN 5913 - Handling Challenging Times (LRM only)
Handling challenges includes managing people, which is also key for any leadership position, whether in a professional setting or a personal one. To enhance this performance, the adequate skills not only include an understanding of the environment and individual perceptions (expectations toward certain situations, but also an ability to adapt, especially in challenging and / or uncertain situations. To go satisfactorily through a difficult time, start with a risk analysis and anticipation of actions that can be covered by developing a contingency plan. Even the best prepared person 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.

GEN P910 - English for the Hospitality Industry 1 (Elective, Bilingual group, LRM only)
This course is part of a three-level course aimed at developing English language skills in the Hospitality workplace. Students will familiarize themselves with the specialized vocabulary required in Rooms Division and Resorts at a basic level. They will learn to work competently in English in common areas of the Hospitality workplace by acquiring key grammatical structures such as paraphrasing and linking ideas and sentences with universal connectors.

GEN P913 - English Language and Communication I (Elective, Bilingual group, LRM only)
This course will develop students' abilities in understanding straightforward written or listening passages on familiar workplace and academic topics. It also aims to develop reading skills necessary to identify key information in longer texts. Students will enhance their productive language skills to confidently express opinions in discussions and presentations on a range of contemporary and professional issues, as well as provide reasoned explanations for plans and actions.

GEN P911 - English for the Hospitality Industry 2 (Elective, Bilingual group, LRM only)
English for Hospitality II is the second of a three-level course aimed at developing English language skills in the Hospitality workplace. In this course, students become confident and competent using a wider range of Hospitality vocabulary, particularly in the context of Food & Beverage. They will have the opportunity to use their English in authentic problem-solving situations.

GEN 1913 - English for the Hospitality Industry 3 (Elective, Bilingual group, LRM only)
English for Hospitality III is the final level of this course aimed at developing English language skills in the Hospitality workplace. In this course students will develop proficiency in discussing a broad variety of topics related to Hospitality, as well as dealing effectively with the real-life issues faced daily by professionals in the field. Management and leadership skills will be covered; in particular those of emotional intelligence, building confidence and rapport, and problem-solving.

GEN 1914 - English Language and Communication 2 (Elective, Bilingual group, LRM only)
English Language for Communication focuses on the development of English language proficiency for the purposes of effective communication in both academic and workplace contexts. The course emphasises the importance of correct and accurate usage of English grammar and lexis in both the spoken and written domains, fostering students' competence in expressing themselves clearly and effectively, honing their persuasion skills in both academic and workplace endeavours.

DIS 5950 - Dissertation
A semester-long project at Les Roches where students conduct independent research on a hospitality or tourism topic of their choice, under a supervisor's guidance. Successful completion can lead to graduation with honors. Involves identifying a research question, gathering primary (and potentially secondary) data, reviewing relevant literature, detailing the research process, analyzing results, and making academic and industry recommendations. Ideal for eligible students seeking a challenge.

HOS 5804 - Event Operations and Project Management (ADHA-LR only)

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

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

GEN 6909 - Macroeconomics (LRM only)

This course focuses on the fundamental principles of macroeconomics at an intermediate level. It examines economic perspectives, methods, and macroeconomic theories in detail. Main macroeconomic indicators are considered to understand the macro performance of the economy at national and regional levels. It focuses on how modern macroeconomics can shed light on facts such as business cycles, economic growth, unemployment, and inflation. Fiscal and monetary policies are discussed, and its implementation identified in real economies.

RDM 6302 - Advanced Revenue Management (LRM only)

This course is designed to equip future hospitality practitioners with a framework of advanced techniques and strategies for optimizing revenue generation and inventories across all points of sale within hospitality businesses. Through a combination of theoretical insights, and practical applications, students will gain a deep understanding of revenue management principles, tailored specifically to various ancillary revenue streams within a hotel, driving to a total revenue management approach, while delivering exceptional guest experiences in today's competitive hospitality landscape.

GEN 6907- Building Strong Business Relationships with Emotional Intelligence (LRM only)

This course focuses on the critical role of emotional and social intelligence in building and strengthening relationships within the business environment. Through a combination of theoretical concepts, practical exercises, and case studies, students will develop essential skills to effectively navigate interpersonal dynamics, foster collaboration, and enhance organizational success.

GEN 6903 - Travel Literature: A Trip Through Time (LRCM / ADHA-LR)

The course takes the students on a journey through the captivating world of travel writing, spanning times and cultures. Students will explore the vivid landscapes of past civilizations and distant lands as depicted through the narratives of explorers, pilgrims, and adventurers. Through an examination of literary works ranging from ancient epics to contemporary travelogues, participants will uncover the relationship between personal experience, cultural exchange, and historical context within the genre. This course aims to deepen students' appreciation for the transformative power of travel literature and its relevance in shaping perceptions of the world across temporal and geographical boundaries.

GEN 6908 - Advanced Data Analytics and Optimization

The course intends to equip students with the necessary skills required to interpret and understand quantitative and qualitative data. The course will take a holistic view on how statistical data analysis has developed as a means to make data-driven decisions. Statistical terminology and techniques, descriptive and inferential statistics, and probability theory are covered.

Descriptive and predictive analytics methods, including linear regression and different forecasting techniques are applied to identify optimal solutions. The course aims to enable students to understand how quantitative data analytics impacts the decision-making process, as well as to enhance the students' ability to perform statistical analysis.

GEN 4212 Advanced Visual Analytics (LRCM only)

The course introduces advanced visual analytics which combines data analysis, visualization techniques and infrastructure to enable smarter and data-driven decisions. The course provides students the knowledge and tools to strengthen their analytical skills and an understanding of state-of-the-art in visual analytics. Data collection, preparation, visualization, and analysis are supported by dynamic visual analytics platforms driving innovation and transformation. The aim of this course is to enable students to carry out an end-to-end data analysis process, from information gathering to decision making. Consequently, students will gain an understanding of how visual analytics can help communicate and act upon data insights.

HOS 6802 Technology-Driven Climate Action in Hospitality and Tourism (LRCM only)

This course explores the role of technology in advancing positive climate action within the hospitality and tourism sectors. Focused on achieving a net-zero carbon economy, students will learn to apply decarbonization strategies, understand carbon removal, and evaluate life cycle assessments as tools to reduce environmental impacts. The course covers innovative applications of technology to develop sustainable products and services, aiming to reshape hospitality practices with measurable climate benefits.

GEN 6902 - Advanced Qualitative Techniques (LRCM only)

This course equips students with skills in qualitative data collection and analysis, using small and large data sets. Students will learn sentiment, content, narrative, discourse and Interpretative phenomenological analysis (IPA) through lectures and practical work while maintaining an ethical stance at all times. The course content enables students to design studies, analyze data, and present findings, preparing them for research work later in their academic and professional careers.

HOS 6801 - Essential Project Management (LRCM only)

Working in a "project mode" is now common across companies of all sizes and sectors to address diverse challenges, including the development of new products, services, and processes, as well as organizational or structural changes specific to the company. This project management course provides students with hands-on experience in using essential project planning tools and developing the skills needed for effective project management.

By the end of this course, students will be familiar with the fundamentals of project management. They will learn both traditional management methods and newer approaches, such as critical chain and agile methodologies. Through practical exercises, students will gain foundational knowledge of the tools needed to initiate, manage, and successfully closing a project.

MKT 6601 -Innovative AI Applications in Hospitality: Enhancing the Guest Experience (LRCM only)

Students will observe the evolution of Robots, Artificial Intelligence, and Service Automation (RAISA) from its creation to the present day and identify service industries that have capitalized on its use. Operational areas in hospitality will be explored to judge the effectiveness of these technologies in streamlining the offering. By collaborating with an external company, students will explore robotic and AI integration possibilities to enhance the guest experience in the service industry and examine the effect of AI on consumer behaviour.

Graduate Programs

C. Master of Science in International Hotel Management (LRM and LRCM)

MSc IHM, Semester 1

MIH 7120 - Food & Beverage Practical: Service & Kitchen Operation

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

MIH 7121 - Rooms Division Practical: Housekeeping and Front Office

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 program 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.

MIH 7122 - 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-organizational settings.

MIH 7123 - 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.

MIH 7124 - Food and Beverage 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 labor 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.

MIH 7125 - Global People Management in a Hotel Context

This course will focus on understanding the importance of the employment cycle within the hotel, and the different variables affecting its smooth running, for example: technology, employment law, discrimination and health and safety. 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 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.

MIH 7126 - Room Division Operations Management
This course prepares the student for the organizational and strategic management of a modern international Rooms Division organization. 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.

MIH 7127 - 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 how the digital age is 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.

MSc IHM, Semester 2

MIH 7222 - Event Design and Management
This course has been designed to provide the students with a clear understanding on the impact the meetings and event industry has on hotels. The course will provide a focus on the different event markets and demonstrate how the hotel events department negotiates, and prices an event. The organization structure and job descriptions of those who work in a hotel events department will be discussed, to clarify the role of the Events department. On completion, students will be able to sell, organize, and coordinate an event.

MIH 7223 - Revenue and Asset Management for Hotels
Management strategies are 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. 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 maximization of resources.

MIH 7226 - Business Field Trip
The study trip aims to link selected program learning outcomes to the strategic and operational realities of hospitality management. The week-long trip is created around visits to a variety of hospitality businesses with a focus on interaction with senior management. Each visit offers a balance between a presentation, opportunities for interaction and is typically followed by a property tour. Proactive involvement from students is expected in order to deepen understanding of the industry's intricacies, challenges and opportunities.

MIH 7227 - Artificial Intelligence and Business Innovation
This course explores the transformative role of Artificial Intelligence (AI) in the hospitality industry. Students will analyse how AI technologies can enhance customer experiences, streamline operations, and drive innovation in hospitality services. The course covers various topics including AI-driven customer service, predictive analytics, personalized marketing, and the ethical considerations of AI implementation.

By the end of this course, students will be equipped with the knowledge and skills to leverage AI to enhance hospitality services, ensuring they are prepared to lead and innovate in this dynamic industry.

MIH 7228 - 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.

MIH 7229 - 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.

MIH 7230 - 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.

MSc IHM, Semester 3

MIH 7323 - Master Thesis

The Master Thesis engages students in the process of designing, executing, and presenting a comprehensive research project within the relevant industry (e.g., sport, hospitality, luxury). Under faculty supervision, students develop a proposal identifying a critical industry-relevant problem, then gather and analyze primary or secondary data. They must demonstrate critical and analytical thinking, producing a coherent, evidence-based argument that contributes new insights, culminating in a well-structured thesis. Emphasis lies on originality, methodological integrity, academic rigor, and most importantly, actionable recommendations for the industry. This ensures that students not only enhance their analytical and problem-solving skills but also contribute meaningful solutions that advance both academic knowledge and industry practice.

MIH 7324 - Internship, Portfolio and Self-Reflection

The internship period is designed to provide students

with the opportunity to apply and relate the theoretical knowledge and practical skills acquired at the institution to real workplace practices and environments within the industry. Students are required to engage in an academic component by completing an online course. This course offers students the chance to develop competencies in essential areas such as communication, collaboration, problem-solving, professionalism, and leadership.

Successful internships are a crucial element of the program, guiding students from their arrival on campus to the successful completion of their internship. Students participate in a series of workshops aimed at developing the skills and qualities needed to secure, undertake, and successfully complete their internship. These workshops cover a range of topics, from managing physical and digital professional presence to understanding industry needs and expectations, ensuring that students are well-prepared to embark on their professional journey with the support of the Career Services team.

D. Master of Science in Marketing and Management for Luxury Tourism (LRM only)

MSc MMLT, Semester 1

MLT 8101 - Marketing for Luxury Tourism

This course provides a strategic and managerial perspective on marketing for luxury tourism, focusing on how top-tier hospitality brands develop, position, and manage exclusive offerings in a competitive global market. Students will explore market research, consumer insights, competitive analysis, and digital transformation, gaining expertise in creating value-driven marketing strategies that align with the expectations of high-net-worth individuals. The course delves into segmentation, targeting, branding, pricing strategies, and experience-driven marketing, emphasizing the role of personalization, exclusivity, and brand heritage. Through case studies and practical applications, students will learn how to optimize marketing initiatives that drive brand equity, customer loyalty, and financial success.

MLT 8104 - Experiential Marketing

Experiential marketing plays a pivotal role in the strategic management of luxury tourism, shaping high-impact consumer experiences that drive brand differentiation and customer loyalty. This course explores the integration of experiential marketing within business operations, focusing on its role in

service design, brand positioning, and value creation. Students will examine how to leverage multi-sensory engagement, behavioral insights, and cutting-edge technologies to craft immersive and exclusive luxury experiences. Through case studies and strategic analysis, the course provides a managerial perspective on implementing experiential marketing to enhance brand equity, customer retention, and overall business performance in the luxury tourism sector.

MLT 8105 - Innovation and Digital Transformation in Luxury
The course provides students with the knowledge of the main digital tools for marketing in the 4th industrial revolution age. This course equips students with a professional and cutting edge understanding of utilizing digital means to create customer value in luxury business settings. In this course students learn to identify and engage with high-status target buyer personas while gathering reliable data from various sources for creating an effective omnichannel business strategy. With a management-focused approach, students will learn to identify and target high-status buyer personas, implement data-driven decision-making, and integrate emerging digital trends into strategic brand positioning. The course also examines the impact of prosumers, digital ecosystems, and AI-driven innovations on luxury business operations. Through real-world case studies and hands-on applications, students will develop the skills to lead digital transformation initiatives, measure performance effectively, and create digital strategies tailored to the exclusive expectations of luxury clientele.

MLT 8108 - Luxury Fashion and Media Relations
This course is designed to develop in-depth knowledge and expertise in the world of luxury hospitality brands and their strategic partnerships with high-end fashion labels. In today's evolving luxury landscape, hotels and fashion houses collaborate to create exclusive experiences that elevate brand prestige and consumer engagement. Understanding the dynamics of these partnerships, as well as the role of media and public relations in shaping luxury brand narratives, is essential for crafting successful strategies in this competitive market. Students will explore how luxury hospitality brands align with high-end fashion to enhance brand storytelling, leverage media relations, and create immersive customer experiences. This course provides insights into the evolving digital landscape, influencer collaborations, and the growing importance of experiential marketing in the luxury tourism industry.

MLT 8109 - Customer Relationship Management
The Customer Relationship Management course comprehensively explores strategies, techniques, and cutting-edge technologies essential for cultivating enduring customer relationships. This course explores the environment of CRM systems, aiming to equip students with a deep understanding of customer-centric practices. Emphasizing the importance of customer knowledge, students will explore data analysis, customer retention strategies, customer lifetime value assessment, and the dynamics of the customer lifecycle and journey. With a focus on CRM architecture, students will master the tools necessary to know customers profoundly, surpassing their self-awareness. Through a blend of theory and practical applications, this course empowers students to become skilled CRM specialists in today's dynamic luxury business landscape.

MLT 8110 - Redefining Luxury Sustainable Tourism
This course provides a strategic and managerial perspective on sustainability and ethical responsibility within the luxury industry. Students will explore how high-end brands can integrate sustainable practices while maintaining exclusivity, desirability, and financial performance. The course examines key challenges luxury businesses face in adopting sustainable models, including supply chain ethics, responsible sourcing, circular economy principles, and corporate social responsibility. Through case studies and industry analysis, students will develop the skills to drive sustainability initiatives, align business strategies with evolving consumer expectations, and navigate the complexities of ethical decision-making in luxury tourism.

MLT 8111 - Strategic Data Analytics and Business Optimization
The course expands its focus to include AI-driven decision-making and advanced multivariate regression techniques, tailored for the luxury market. It still covers fundamental statistical terminology, inferential statistics, and forecasting methods, but now delves deeper into predictive analytics and AI applications in hotel management. These additions enrich the course, enhancing students' ability to analyze complex data and make informed decisions using cutting-edge AI and statistical methods, with a particular emphasis on high-level strategic decisions in the luxury sector.

MSc MMLT, Semester 2

MLT 8202 - Financial Statement Analysis and Performance Management
This course equips students with the financial knowledge and strategic decision-making skills for

managing luxury tourism businesses. Through a managerial approach, students will develop the ability to assess financial health, analyze financial ratios, and apply cost-volume-profit techniques to enhance business performance. Students will also learn to prepare cash flow statements, manage working capital, and interpret annual reports to support effective financial planning and resource allocation. Designed for managers in marketing, sales,operations, and leadership roles, this course helps integrate financial insight into strategic decision-making through real-world case studies and industry financial reports.

MLT 8203 -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, market and business environment. Starting from the idea that the purpose of marketing is to 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.

MLT 8204 - 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, as is change management , and all demand proper attention be given to human resource planning, management and employee relations.

MLT 8205 - Luxury Event Management and Communication
This course is designed to provide students with a solid knowledge of events in a 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 in how to negotiate with customers and suppliers in order to ensure the overall success of an event.

MLT 8207 - Exclusive Brands Week
During the event, students will be inspired by distinguished representatives and leaders from renowned luxury brands hailing from major luxury markets. Gain valuable insights directly from the masterminds behind some of the world's most coveted labels.

Immerse yourself in engaging panels and hands-on workshops that will prompt deep reflection on the ever-evolving landscape of primary luxury markets. Delve into captivating discussions covering a spectrum of topics, including sustainable luxury practices, cutting-edge design, and the impact of digital technologies on the luxury consumer experience. As a student, you will have the opportunity to step into the world of luxury through participation in a luxurious experience and an extravagant gala evening. Prepare for a night filled with glamour and sophistication, providing you with a firsthand taste of the opulence synonymous with the luxury industry.

MLT 8208 - Market Research and Analytics in Luxury
The course explores the dynamic world of luxury marketing and management processes. As future managers, the students will analyse the ever-changing desires of luxury consumers and the challenges posed by both established and emerging luxury competitors. The sessions will focus on discussing the preferences, evolving tastes, and expectations of luxury consumers. During the class activities, the students will examine the competitive landscape of the luxury market and develop a unique selling proposition for a luxury brand.

Applying statistical methods, the subject covers quantitative and qualitative approaches in market research, offering students a clear introduction to both. Overall, the course will center on evaluating the research strategies to be implemented by luxury brands.

MLT 8209 - Designing Luxury Customer Experience
This course will help the students to obtain the knowledge and the most appropriate skills of creating

and managing luxury customer experience.

The students will gain valuable insights into the evolving trends that shape the luxury market landscape, at the same time the complexities of management, reputation and the perceptions of luxury to develop the perfect experience for potential clients will be analyzed.

By analyzing the market and the behavior of people with high purchasing power the students will discover how to elaborate innovative ideas, effectively convey authentic narratives, engage diverse audiences, and deliver exceptional customer experiences. Through real case studies, the students will develop a comprehensive understanding of howpremium and luxury brands thrive both locally and on the global stage.

MSc MMLT, Semester 3

MLT 8303 - Master Thesis
The Master Thesis engages students in the process of designing, executing, and presenting a comprehensive research project within the relevant industry (e.g., sport, hospitality, luxury). Under faculty supervision, students develop a proposal identifying a critical industry-relevant problem, then gather and analyze primary or secondary data. They must demonstrate critical and analytical thinking, producing a coherent, evidence-based argument that contributes new insights, culminating in a well-structured thesis. Emphasis lies on originality, methodological integrity, academic rigor, and most importantly, actionable recommendations for the industry. This ensures that students not only enhance their analytical and problem-solving skills but also contribute meaningful solutions that advance both academic knowledge and industry practice.

MLT 8304 - Internship, Portfolio and Self-Reflection
The internship period is designed to provide students with the opportunity to apply and relate the theoretical knowledge and practical skills acquired at the institution to real workplace practices and environments within the industry. Students are required to engage in an academic component by completing an online course. This course offers students the chance to develop competencies in essential areas such as communication, collaboration, problem-solving, professionalism, and leadership. Successful internships are a crucial element of the program, guiding students from their arrival on campus to the successful completion of their internship.

Students participate in a series of workshops aimed at developing the skills and qualities needed to secure, undertake, and successfully complete their internship. These workshops cover a range of topics, from managing physical and digital professional presence to understanding industry needs and expectations, ensuring that students are well-prepared to embark on their professional journey with the support of the Career Services team.

E.   Master of Science in Sport Management and Events (LRCM only)

MSc SME, Semester 1

MSM 1001 - Marketing and Sponsoring in Sport Businesses
This course examines the concept, practice, and environment of sports marketing with a special emphasis on sponsorship-linked marketing. It gives participants a thorough understanding of the nature of sports marketing, and its most important processes, concepts, and tools. It describes both the role of marketing in sport business entities and the use of sport in more traditional marketing efforts. The course adopts a clear international perspective. It is taught through a blend of interactive lectures, case studies, reports, and presentations from industry speakers as well as from students.

MSM 1002 - Economics of Sports and Event Industry
The course will review the different facets of economic concepts and sports through its micro and macroeconomics perspectives. The course displays the role of economics and applies it to the organization of sports, sports leagues, athlete contracts, ticket pricing, stadium financing, and broadcasting rights. It also presents the role of labor economics of sports, the role of public financing, and other dimensions of the global impacts of economics in the sports industry.

MSM 1003 - Brand Management - from Athletes to Sport Leagues
In this course, you will learn what is the goal of brand strategy and how to articulate a compelling value proposition, defend itself against competitive forces and influence them in its favor, and leverage communication memorable brand experiences can influence a brand's ability to withstand competitive pressures and thrive in dynamic sport market conditions. You will study brand management from the consumers/fans/sponsors

perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity. You will become acquainted with cutting edge frameworks, concepts, and tools that have been adopted across industries and around the globe to build lucrative brand franchises.

MSM 1004 - Consumer Behavior for Sports and Events

This course emphasizes the role of consumer behavior in developing strategic marketing activities for sport and related events. It will provide a detailed understanding of personal, psychological, and environmental factors that influence sport event consumption. The context of this course approaches the study of consumers by examining attitudes and behaviors relative to sport and related products. This examination covers a wide range of determinants that influence sport consumption but has a specific focus on both active and passive forms of behavior (i.e., participants and spectators) as well as the event related context of sport events.

MSM 1005 - Digital Media and Communication

The Digital Media and Communication course will discuss the role of technologies and associated strategies in sports management. From fan engagement, data analytics, athlete performance through video analytics tools, wearable devices, and virtual reality applications, the course will showcase the different digital tools that will assist in managing sports. It will then discuss the role of communication in enhancing the sports experience, from its participants, its management stakeholders as well as the wider community.

MSM 1006 - Financial Management of Sports Companies

This course offers a comprehensive exploration of financial management principles tailored to the sports industry. It is designed to equip students with the practical knowledge and skills required for informed financial decision-making within a sports organization. Topics covered include budgeting, revenue generation, expense management, financial reporting, and risk assessment, all providing valuable insights into the complexities of sports finance. This course provides learners with a solid foundation in financial management, equipping them for the day-to-day responsibilities within sports organizations.

MSM 1007 - Sports, Events, and Sustainability

The course will discuss the importance of sustainability in sports and events through its economic, social, and environmental impacts. Meeting the sustainable development goals in mind, the course will explore the connections between sustainability and events, considering the different settings and applications. It will outline the positive and negative impacts of sustainability, its circular economic principles, and Environmental, Social, and Governance (ESG) dimensions associated with the sports and events industry. It will conclude with the different trends of the sports event sector associated with sustainability.

MSM 1008 - Research Methods and Applications

The course will review the different methodologies of research, notably the qualitative, quantitative, and mixed methods approach. It will discuss the philosophies of research as well as showcase the techniques of gathering data and the analytical tools that exist to interpret them. The ethical dimensions of research, the critical thinking in sports management research, the current challenges, as well as the future of sports management research, will all be featured in the course. It will then showcase the role of data from research practice that will assist the students for their thesis work or applied project.

MSM 1009 - Applied Project Management

The project management course equips students with the knowledge of project characteristics and how to position a project within its context. The course aims to ensure that when applied, the project achieves organizational and individual objectives while maintaining a high level of stakeholder engagement. The course will cover the qualities required to be an effective project manager and help students clearly distinguish between goals, objectives, deliverables, scope, and available resources. Additionally, the course will provide insights into necessary tools, roles, and responsibilities, creating a detailed work schedule, quality control, and risk management.

Through both theoretical and practical exercises with fundamental tools, students will gain the skills needed to initiate, manage, and successfully close a project.

MSc SME, Semester 2

MSM 2001 - Governance of International Sport Federations

This course describes the governance and management structure of the major international sports federations, as well as the relationships between all the major stakeholders that make up the global sports system. Strategic analysis approach is illustrated through case studies of international sports organizations. A special

focus is given to the governance and performance management of Olympic sport organizations.

MSM 2002 - Management of International Sport Events
In response to technological advancements, environmental concerns, and shifting consumer preferences, the event industry has undergone an unprecedented transformation. From trade fairs to sports events and corporate meetings, it is paramount to apply a methodological approach to planning and managing successful events in today's world. Combining theory and practice, this course takes an explicit international approach to the sports event industry and trains students to address the challenges and opportunities of working in a global context and bolster their employability for all event-focused roles. Students will be challenged to develop future-proofed sports event concepts, which satisfy multiple stakeholders and improve the return on investment of sports event venues.

MSM 2003 - Stakeholder Management and Contract Negotiations
The course will teach you relevant tools and techniques, as well as a leading standard, that will help you to engage and manage stakeholders effectively and efficiently. This will include learning the stakeholder management processes, developing an understanding of human behavior and how to influence it, analyzing and planning communication strategies, as well as using the techniques of principled negotiation and influencing without authority, to achieve your goals. This will be achieved with a mixture of short theory blocks, backed up by many interactive exercises and role plays, to help you practice your newly learned skills in a safe learning environment. Stakeholder management involves both hard and soft skills, with some understanding of human nature, culture, and communications added, finished off with the ability to influence and negotiate with integrity.

MSM 2004 - Personal Leadership - Driving Performance
Hospitality business success is governed largely by the performance of its people. This course goes beyond the traditional leadership sphere by incorporating the critical dimension of driving performance, ensuring that students become responsible and effective leaders. The course offers a nuanced balance between key theoretical concepts and practical elements to lead ourselves effectively, drive personal and professional success, around three main areas: Knowing yourself, knowing your context, and knowing your team. Students will be encouraged to reflect upon their own skills and leadership potential to make informed decisions and

lead with authenticity.

MSM 2005 - Applied Event Management
The aim of the course is to explore the modern era of event management. Through the illustration of the different event types: conferences, exhibitions, Meeting Incentives Conferences and Exhibitions (MICE), to the development of the event products, to the management and marketing aspects of the event application, with the latter the driving principles of a successful event operation. Next, the course will explore the marketing and strategic levels of the event sector as well as the developmental and digital events, all within the required innovation and sustainable tenets of product creation and performance.

MSM 2006 - Entrepreneurship in the Sport and Event Business
This course provides a broad-based introduction to entrepreneurship with a focus on the sport and event industry. The focus of this course is to lay out the foundations to form a new venture. The new venture may be a startup business or a new profit center within an existing business. You will form teams to develop the product and/or service concepts, evaluate the commercial potential of the idea and opportunity, research its market and competition, understand the importance of patents and copyrights, develop a pitch to investors, learn steps to acquire resources, avoid pitfalls, and finance the venture. Participants in the course will explore the mindset, considerations, realities, and real-world methods associated with the process of launching a new venture. Though the course focuses on the entrepreneurship process, the design of the course is to provide knowledge and tools to be more effective in developing and articulating your ideas in all aspects of your career and to enhance your 'entrepreneurial intentions' by improving natural willingness to start a business or to undertake new ventures in an existing company.

MSM 2007 - E-sport and Innovations
This course offers a detailed look at how innovation in the sports business is influencing industry cash flow and, by extension, executive decision-making. The course does so by exposing students to specific areas of innovation and e-sports industry linked to current events shaping the industry. To provide added perspective, guest lecturers on the cutting edge of sports business innovation and e-sport will reinforce key concepts. Examining innovation requires close consideration and analysis of numerous industry

stakeholders, ranging from entrepreneurs, financiers, attorneys, and media executives to professional sports leagues, collegiate athletic department administrators, and athletes, among others. With the estimated annual size of the sports business industry over 500 billion, many tech companies have focused their attention on gaining a foothold with industry participants and disrupting the traditional landscape. In doing so, numerous business principles are refined and extended to meet consumer demand.

MSM 2008 - Social Dynamics of Sports

The course will investigate the different dimensions of ethics and its applicability in sport. From selecting an event venue, to the implementation of the project, to the post-event evaluation, several ethical dimensions need to be considered. The impact of society engagement and communication through regular feedback needs to be considered in line with the generic frameworks of accountability. Consequently, this course conveys to students the ethical knowledge (including legal) and the analytical skills to anticipate and resolve common ethical challenges when working as facilitators in the modern environment. Students will be able to critique and utilize both the ethical implications and rights of athletes and other stakeholders.

MSM 2009 - Business Field Trip

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

MSM, Semester 3

MSM 3001 - Master Thesis

The Master Thesis engages students in the process of designing, executing, and presenting a comprehensive research project within the relevant industry (e.g., sport, hospitality, luxury). Under faculty supervision, students develop a proposal identifying a critical industry-relevant problem, then gather and analyze primary or secondary data. They must demonstrate critical and analytical thinking, producing a coherent, evidence-based argument that contributes new insights, culminating in a well-structured thesis. Emphasis lies on originality, methodological integrity, academic rigor, and most importantly, actionable recommendations for the industry. This ensures that students not only enhance their analytical and problem-solving skills but also contribute meaningful solutions that advance both academic knowledge and industry practice.

MSM 3002 - Internship, Portfolio and Self-Reflection

The internship period is designed to provide students with the opportunity to apply and relate the theoretical knowledge and practical skills acquired at the institution to real workplace practices and environments within the industry. Students are required to engage in an academic component by completing an online course. This course offers students the chance to develop competencies in essential areas such as communication, collaboration, problem-solving, professionalism, and leadership.

Successful internships are a crucial element of the program, guiding students from their arrival on campus to the successful completion of their internship. Students participate in a series of workshops aimed at developing the skills and qualities needed to secure, undertake, and successfully complete their internship. These workshops cover a range of topics, from managing physical and digital professional presence to understanding industry needs and expectations, ensuring that students are well-prepared to embark on their professional journey with the support of the Career Services team.

MBA

F. MBA in Global Hospitality Management (LRCM only)

Semester 1

MBA 1001 - Personal Development and Leadership Skills

From gaining the deep respect of team members to consistently delivering measurable business results, effective leadership consists of a myriad of characteristics, strategies, and skills. However, one trait proves universal in leaders of all kinds: self-awareness. Knowing our own leadership strengths and weaknesses, as well as strategically understanding the path to follow to achieve one's future professional goals, are essential to not only the short-term success of students, but also to their long-term career success in hospitality business. The course offers a nuanced balance between key theoretical concepts and practical elements around three

main areas: Knowing yourself, knowing your context and knowing your team to coach long lasting and global leaders.

MBA 1002 - Hospitality Financial Analysis

This course explores the fundamentals of financial accounting to develop expertise in financial analysis. For non-finance executives, the course will cover various aspects of preparing financial statements for external stakeholders. Subsequently the focus will be a future orientation, equipping students with tools to improve dialogue with internal stakeholders and finance specialists to enhance decision-making process and overall performance. The course will also be used to develop an understanding of what contributes to optimizing shareholder value. Skills acquired in this course will serve as an important basis for the corporate finance course.

MBA 1003 - Hospitality Revenue and Demand Management

Revenue Management aims at optimizing the revenue (topline) performance and profitability of service firms such as hotels and airlines by forecasting the demand levels by day and by segment for future dates. Students will study the foundations and advanced concepts of revenue optimization with a focus on hospitality: how to forecast demand, control inventory and availability, set and monitor a pricing strategy, manage distribution channels. With one objective in mind: take optimal decisions and improve the total net revenue of a business.

Students will discover and practice on some of the most important revenue optimization issues that hotels face today. They will learn practical, useable, actionable methodologies to implement in the workplace. They will also develop their presentation skills and ability to "sell" their recommendations to a professional audience."

MBA 1004 - Strategic Digital Marketing and Sales in Hospitality

This course focuses on digital marketing tactics and sales strategies that will be built starting from the understanding and execution of a marketing plan. Cases and real examples from different industries will be illustrated, and students will learn digital marketing delivery methods, such as digital marketing toolbox, social platforms, new trends in consumer behavior, mobile marketing, and analytics. All these points will be connected, ensuring the alignment of the online and offline brand positioning, and targeting the perfecting of the consumer journey and experience.

MBA 1006 - Hospitality Economics and Disruptive Business Models

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

MBA 1007 - Managing Complex Organizations, Digitalization and Change Management

Organizations need to be agile and ready to adapt quickly to the constantly changing business environment. By critically analyzing theoretical models, students will learn how to appraise traditional and more recent management and organizational strategies which facilitate, or hinder, such adaptability, particularly in complex organizations. The role of digitalization in this transformation is explored as well as how such change can be managed to produce effective results while maintaining an engaged workforce. The two themes which run through this course are people and communication as no business, particularly an evolving one, can thrive without them.

MBA 1009 - Tourism Management and Destination Competitiveness

This course will discuss the issues of managing tourism destinations. It will outline the areas of tourism management and planning as well as the concepts of image, perception, and branding of places. It will look at the demand and the supply structures, the impacts of tourism and it will discuss the different competitive tools available to tourism destinations areas. In short, the course will focus on the issues of destination management and competitiveness in an era of innovation and differentiation.

MBA 1010 - Strategic Operational Management in Hospitality

Hospitality managers at any level of the organization, from executive level to heads of department have to take a number of decisions on a daily basis. Those decisions will impact the success of the operation on the short and long term.

Students will learn the frameworks that will allow them to take the right decisions, by applying a number of frameworks specific or not the hospitality sector.

Frameworks include how to understand trends, how to satisfy needs, how to set a positive and efficient direction for the organization.

Semester 2

MBA 2001 - Business Strategies, Performance and Hospitality Consultancy Project

Driven by the digitalization of exchanges and the globalization of trade, financial flows, and transportation, the international hospitality industry has evolved into complex systems linking activities such as distribution, branding, management, real estate ownership and financing. This course provides an overview of the current strategic orientation of hospitality businesses, and of the consequences of major trends. Classic strategic theories and frameworks will be introduced and reviewed, and their application to the industry discussed, highlighting the idiosyncratic characteristics of the industry.

As the course progresses, students will work on a consultancy project. This will allow students to apply their knowledge to a real-world hospitality project, which they then present to the "client".

MBA 2002 - Corporate Finance and Shareholder Value

Corporate finance is the study of managerial decision-making concerning investment, long-term financing, and the interpretation and communication of information to assist managers in fulfilling their organizational objectives and enhancing shareholder value. The course aims to develop in students the ability to make long-term planning and financial decisions, effectively control operations, and select relevant information for decision-making. The course is also designed to provide insights into the future challenges facing financial managers.

MBA 2003 - Data Analytics and Decision Making

Business relies on the collection and analysis of data to improve processes, sales, competitiveness, customer satisfaction, staff turnover or launch new ventures. Data are critical and being part of the holistic decision-making process. Our course focuses on the structuring of a problem and decision making, unwrapping and understanding the key question, design the proper output and to leverage data for sophisticated outcome. Beyond that we will zoom in on tech and how to assess and choose the most suitable methodologies and

options for our business solutions.

MBA 2004 - Sustainability and CSR in Hospitality

The course will explore the dynamics of sustainability in tourism and hospitality. Often regarded as a novel concept, sustainability has gained tremendous momentum for development over the last decade. With a global perspective, the course will probe the different facets or scenarios of sustainable development and corporate social responsibility strategies. In addition, it will examine the fundamentals of circular economy, quality of life and ecotourism, as strategic tools for growth. Through diverse and global case studies, the course will showcase the different aspects of development in diverse environments and landscapes.

MBA 2005 - Implementing and Leading the Digital Transformation in the Hospitality Sector

This course introduces the concept of digital transformation and explores its potential to create value. It delves into the impact of digital transformation on innovation and outlines the current trends in digital technology. Additionally, the course equips students with the skills necessary to design new business models for digital services and manage related projects effectively.

MBA 2006 - Business Field Trip

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

MBA 2007 - Advanced Topics in Revenue Management

Scientific advances in economics, statistics, operations research, and information technology have allowed service industries to take a sophisticated, detailed, and intensely operational as well as a strategic approach to making demand management decisions and pricing products and services. This course will apply contemporary revenue management principles and practices to formulate strategies for profit and distribution channels optimization. By emphasizing the importance of the degree of operating leverage (DOL) and cost structure for pricing, forecasting and distributing the hotel and related businesses inventory,

students will develop analytical skills for strategic decision making.

MBA 2008 – Hotel Valuation and Asset Management
The hotel asset manager is responsible for managing lodging investments to meet the specific objectives of ownership at a property but also at a portfolio level. Students will be exposed to hotel asset management principles, practices, strategies, and concepts and get to know the financial interest of different stakeholders involved in a hotel investment. They will examine how the type of investor, the type of asset, and the condition of the market influence strategic decisions. The course focuses also on the principles and techniques used in the hospitality sector to measure current and predicted property performance with the impact on asset value for any purpose defined by owners. The range of valuation techniques will be reviewed and compared with application to a variety of case study examples. Lastly, an analysis and evaluation of contemporary hotel management contract terms will equip participants with the necessary knowledge in order to reflect and align the interests of all stakeholders involved.

MBA 2009 – Design Thinking and Business Model Creation
Good business decisions are user centered; they require active user involvement in the co-design and co-creation of robust business models, products, processes and services. This course will provide the tools to assess product or service value proposition to capture and retain a consumer base, integrate creative value chain methodologies and become self-sustainable revenue regenerators. Experience of the product is ultimately the end product and an inclusive business model should meet evolving customer expectations.

MBA 2010 – Entrepreneurship, Financial Lifecycle and Fundraising
The global start-up economy continues to expand, resulting in increased investment and job creation. Availability of alternative funding opportunities is enabling younger generations to seek entrepreneurship as a viable career option. The objective of the course is to provide students with expertise in applying entrepreneurial skills required to develop innovative business concepts. Students learn about business viability, validation, and the application of innovative business models. Entrepreneurial business-planning techniques are employed to initiate innovation in new start-up ventures. Lean business planning methodology is used to identify, assess, and develop innovative start-up concepts. Additionally, the course covers the financial lifecycle of a business, including stages of growth, financial management strategies, and fundraising techniques. Students will gain insights into securing funding from various sources such as angel

investors, grants, venture capital and crowdfunding, equipping them with the knowledge to navigate the complex financial landscape of entrepreneurship.

MBA 2011 – Applied Research Project – Part 1 (theory)
This course provides a comprehensive experience in applied research within the hospitality and tourism industry.

Students will identify a business problem, develop a research question, and conduct a rigorous investigation under faculty guidance.

Key milestones in this course include engaging workshops, an extensive literature review, and obtaining ethics approval for your research.
The course emphasizes critical analysis and innovative problem-solving, allowing you to explore a wide range of topics such as leadership dynamics, financial challenges, and cutting-edge solutions in the hospitality and tourism sector.

Semester 3

MBA 3001 – Applied Research Project – Part 2 (application)
This applied research project offers an opportunity to further develop the knowledge, skills and insights gained during the MBA studies and apply these within a real-life setting. Students will work on their applied research project to investigate in depth the identified area of interest with a strategic focus to solve a particular organizational issue. The students will work independently under remote supervision from an assigned faculty member.

MBA 3002 – Internship and Portfolio
The internship period is designed to provide students with the opportunity to apply and relate the theoretical knowledge and practical skills acquired at the institution to real workplace practices and environments within the industry. Students are required to engage in an academic component by completing an online course. This course offers students the chance to develop competencies in essential areas such as communication, collaboration, problem-solving, professionalism, and leadership. Successful internships are a crucial element of the program, guiding students from their arrival on campus to the successful completion of their internship. Students participate in a series of workshops aimed at developing the skills and qualities needed to secure, undertake, and successfully complete their internship. These workshops cover a range of topics, from managing physical and digital professional presence to understanding industry needs and expectations, ensuring that students are well-prepared to embark on their professional journey with the support of the Career Services team.

Advanced Studies

G. Master of Advanced Studies (MAS) in Hospitality Management with Specialization

Hospitality Immersion Program (HIP)

The Hospitality Immersion Program is designed to develop supervision and management skills in the context of hospitality operations. If you do not have prior experience in hospitality operation, you can do this program during the semester of study. The program includes the following non-credit granting courses.

Hospitality Immersion Program (HIP)

HIP 01 - Hospitality in Context
This course will provide an overview of the hospitality industry and its structure. The students will be introduced to the dynamic contemporary hospitality industry. During the sessions, open discussion will review the current situation from a variety of stakeholders' viewpoint. Subsequently the class will explore and discuss the impact of innovative concepts, personalization of the guests' experience, hospitality related technological advances of virtual and augmented reality, artificial intelligence and sharing economy.

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

HIP 03 - Rooms Division Operation Management
This course introduces the students to daily operations of the Rooms Division Department. The course will provide a focus on Front-office and Housekeeping procedures. Familiarization with a property management system (PMS) will further embed the knowledge gained during workshops and discussion.

MAS HMS, Semester 1

PD 1001 - Hospitality Finance and Performance Management
Succeeding in the contemporary hospitality environment requires the ability to plan, control and make decisions in a financial context. Hence, this hospitality finance course introduces and develops the major analytical skills hospitality managers and business operators require in terms of facilitating effective interpretation of financial information and the implementation of the financial conclusions drawn. Students will evaluate financial information from management accounting, cost accounting and financial accounting perspectives. Consequently, this course integrates the major elements of financial information pertaining to hotels, restaurants, and hospitality environments in general, allowing managers to make effective decisions and to succeed in the modern hospitality environment.

PD 1002 - Hospitality Revenue Management
The course aims to enhance the students' knowledge and understanding of the concepts, principles and implementation of revenue management in the hospitality sector such as hotels, restaurants and other travel related businesses. Revenue management strategies will then be illustrated by the simultaneous application of two major aspects: demand (pricing) and capacity (service duration) management. The course develops the students critical and analytical skills using case studies and illustrations of practice.

PD 1003 - Services Marketing in a Digital Age
This course offers a thorough grounding in Service Marketing with a particular focus on hotels. It aims to address the various opportunities service orientated hospitality companies need to adopt in their approaches to marketing planning in the digital world. Starting from an understanding of the major differences between service and product marketing, the course examines the impact of the digital age in shaping current strategies. Students will also be prepared to deal with the disruptive digital environment and practice to research current trends to identify opportunities and design sound business practices to customers online.

PD 1004 - International Events Management
In response to technological advancements, environmental concerns and shifting consumer preferences, the event industry has undergone an unprecedented transformation. From trade fairs to sports events and corporate meetings, it is paramount to apply a methodological approach to planning and managing successful events in today's world. Combining theory and practice, this course takes an explicit international approach to the event industry and trains students to address the challenges and opportunities of working in a global context and bolster their employability for all event-focused roles. Students will be challenged to develop future-proofed

event concepts, which satisfy multiple stakeholders and improve the return on investment of event venues.

PD 1005 - 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, 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 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.

PD 1006 - Business Field Trip
The study trip aims to link selected program learning outcomes to the strategic and operational realities of hospitality management. The week-long trip is created around visits to a variety of hospitality businesses with a focus on interaction with senior management. Each visit offers a balance between a presentation, opportunities for interaction and is typically followed by a property tour. Proactive involvement from students is expected in order to deepen understanding of the industry's intricacies, challenges and opportunities.

Electives

PD 1007 - Hospitality Leadership and Change Management
Today's hospitality business takes place in a constantly changing global environment. Implementing and coping with such changes is the expectation of effective leaders. This course will examine the contemporary principles, techniques and research findings in hospitality leadership and change management to ensure sustainable organizational effectiveness. The primary goal of the course is to prepare students for advanced leadership roles in modern hospitality organizations. Students will be encouraged to reflect upon their own social and emotional skills, change management skills and leadership potential.

PD 1008 - Organizational Behavior and Talent Management for Hospitality
Successful organizations are driven by leaders who demonstrate a nuanced understanding of how individuals, groups and organizations feel, think, and behave. In the demanding and dynamic world of hospitality, talent management is a key component of success, ensuring that the best people are positioned throughout an organization. This course will explore prominent theories, models and applications in organizational behavior aimed at developing students' abilities to enhance organizational culture and optimize performance in hospitality contexts. Talent management strategies will be evaluated for their potential to attract, develop, reward and retain a highly engaged workforce.

PD 1009 - 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.

PD 1010 - 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 analyze, develop, and make recommendations for implementing strategic CSR in hospitality organizations, or consumers wanting to behave responsibly.

Specializations

Food and Beverage Specialization (LRCM only)

PFB 1001 - Creating Service Excellence Through Hospitality Leadership
Students will uncover the secrets to delivering exceptional customer service in the dynamic and culturally diverse hospitality industry. The course emphasizes the importance of service excellence, effective communication, and emotional intelligence in

creating unforgettable guest experiences. By integrating principles of leadership, team collaboration, and cultural intelligence, students will learn to handle complaints with finesse, recover service breakdowns, and foster an environment of continuous improvement and innovation, equipping future leaders with the tools to inspire their teams and consistently exceed customer expectations.

PFB 1002 - Food and Beverage Concept Development
Indulge your passion for culinary innovation and explore the captivating world of Food and Beverage Concept Development. In this course, students will explore the art of creating extraordinary dining experiences. Through interactive lectures and hands-on projects, we unravel the secrets behind successful concept ideation, menu design, and operational implementation. From trend analysis to market research, students are guided in crafting unique and compelling F&B concepts that captivate discerning palates. Students will unlock their creativity, refine their business insights, and embark on a journey of culinary entrepreneurship. To unleash their gastronomic imagination and be at the forefront of culinary excellence.

PFB 1003 - Facilities Management for Sustainable Operations
This course provides a comprehensive foundation in facilities management with a focus on delivering sustainable events and operations. It examines the emergence of contemporary projects from the perspective of operational efficiency and sustainability, supporting the differentiated management of real estate assets. Students will explore operational systems and methods through the lens of the three pillars of sustainability: social, environmental, and economic. Strategic planning for the design and execution of sustainable practices is emphasised through incorporating real-world case studies and projects to foster practical understanding.

PFB 1004 - Food and Beverage Management Essentials
In the course of Food and Beverage Management Essentials. Students dive into the fundamental principles and strategies required to excel in managing F&B operations. Through a blend of theoretical knowledge and practical applications, students will gain a deeper understanding of key areas including restaurant revenue management, financial management, cost control, menu planning, and quality assurance.

Effective leadership techniques, team development, and customer relationship management are explored, equipping students with the skills to drive operational efficiency and enhance profitability. Students will embark on a journey of mastery in F&B management, where success is built on a foundation of expertise, innovation, and exceptional guest experiences.

PFB 1005 - Entrepreneurial Mindset, Innovation and Value Creation
In this transformative course of Entrepreneurial Mindset, Innovation, and Value Creation. The entrepreneurial spirit within each student is nurtured, igniting their ability to innovate and create value in dynamic business landscapes. Through thought-provoking lectures and practical exercises, students delve into the mindset and skills required to identify opportunities, think creatively, and develop innovative solutions. Students will explore strategies for market analysis, business model development, and value proposition creation, free their entrepreneurial potential, fostering a mindset of resilience and adaptability, and embarking on a journey of transformative innovation and value creation.

PFB 1006 - Food Styling for Marketing Visuals
In this captivating course of Food Styling for Marketing Visuals. Students immerse themselves into the art of creating visually stunning and enticing food imagery for marketing campaigns. Through hands-on demonstrations and expert guidance, students will learn the techniques to craft mouthwatering food presentations that captivate audiences. From composition and lighting to prop selection and color harmony, the principles of visual storytelling and branding through food are explored. Students will unlock their creativity, hone their styling skills, and master the art of creating irresistible marketing visuals that evoke desire, inspire engagement, and elevate the perception of culinary delights.

PFB 1007 - Digital Marketing and Leveraging in Social Media Environment
In this dynamic course of Digital Marketing and Leveraging in the Social Media Environment, students explore the power of digital platforms and social media in reaching and engaging with target audiences. Through interactive lectures and practical exercises, students will develop the skills to create effective digital marketing strategies, leverage social media channels, and harness the potential of online advertising. By exploring content creation, community management,

and data analytics to maximize online presence and drive meaningful customer interactions, students will unlock the secrets of digital marketing success, stay ahead of the digital landscape, and propel their brand to new heights in the ever-evolving world of social media marketing.

PFB 1008 - Business Field Trip
Students will embark on an immersive Business Field Trip where they will explore international hospitality best practices, food and beverage concept development, operational trends, and digital marketing strategies. They will gain insights into exceptional customer service, create unique dining experiences, observe and analyze efficient F&B operations while developing an entrepreneurial mindset, fostering innovation, and learning the art of value creation. This comprehensive journey combines theory and hands-on experiences, empowering them to excel in the dynamic world of hospitality, entrepreneurship, marketing, and innovation. Students will expand their horizons, ignite their passion, and become a well-rounded professional ready to thrive in the ever-evolving business landscape.

Digital Transformation Specialization (LRCM only)

PDT 1001 - New Trends and Disruptions in Hospitality
This course will examine the hospitality industry, focusing on the areas currently experiencing disruption due to advances in technology. Serving as an orientation to the two semesters' work to follow, including several co-curricular activities, this course will allow students to explore new technologies, such as IoT (Internet of Things), Big Data, blockchain, augmented / virtual reality, robotics, 3D printing and artificial intelligence and their potential for application in the hospitality industry.

PDT 1002 - Effective Technologies in Operations and Service
This course will explore the specific technologies that are improving efficiency and the customer experience in a traditional hospitality environment. Students will assess the impact of technology on customers, employees and the financial health of the business and begin developing a personalized vision for how technology can be seamlessly integrated into traditional hospitality to improve efficiency and the on-property customer experience.

PDT 1003 - Data Analytics for Hospitality
In today's digital era, data plays a crucial role in the competitive hospitality industry. This comprehensive course equips students with essential skills in data analytics, enabling them to make informed decisions, optimize operations, and enhance the guest experience. By covering fundamental concepts, cutting-edge techniques, and powerful tools for data collection, analysis, and interpretation, students will gain a solid foundation in data analytics and its practical applications within the hospitality sector. This empowers them to drive digital transformation, stay ahead in the evolving hospitality landscape, and achieve superior business performance. With a focus on real-world scenarios, this course ensures students are well-prepared to navigate the data-driven future of the industry.

PDT 1004 - Implementing and Leading Digital Transformation in the Hospitality Sector
Rapid development in digital technologies (e.g., artificial intelligence, blockchain, internet of things, big data etc.) is disrupting global tourism supply and value chains. Disruption is caused to the consumers and the employees alike. The scope of the disruptions varies, and the disruptions can potentially impact: value creation, business operations, competitive landscape, and customer engagement. To survive and compete in the disruptive environment, organizations require digital transformation to stay relevant. Successful implementation of digital transformation requires hospitality managers at all levels to effectively participate in the transformation and implementation processes.
The objective of the course is to provide students with an expertise in conceptualizing, assessing, and producing a digital transformation plan. Digital transformation strategy frameworks are used to create the digital transformation roadmaps.

PDT 1005 - e-Commerce and Advanced Revenue Management
In this course tailored for aspiring hospitality managers, w-commerce strategies take precedence in shaping operational success. Students will explore distribution channels, metasearch engines, and direct booking platforms, with a dedicated focus on mobile applications. Through practical applications, they contribute to strategies involving search engine optimization, data analytics, retargeting, and market refinement. Participants will analyze revenue data,

making informed decisions, and develop pricing strategies to maximize revenue while maintaining competitiveness. This holistic approach ensures mastery in e-commerce, seamlessly integrating vital revenue management principles essential for navigating the dynamic hospitality landscape.

PDT 1006 - Artificial Intelligence in Tourism and Hospitality Management : Managerial Implications

Explores the utilization of AI technologies in the context of tourism and hospitality services from a managerial perspective. This course equips learners with the knowledge and skills necessary to effectively leverage AI for operational enhancement, business strategy formulation, and addresses the challenges faced by service organizations when adopting AI. It covers AI fundamentals, providing an understanding of the core concepts and different types of AI, including machine learning, natural language processing, computer vision, and expert systems. The course crucially addresses the ethical considerations and privacy implications associated with the commercial use of AI.

PDT 1007 - Business Field Trip

The study trip aims to link selected program learning outcomes to the strategic and operational realities of managing innovation in the hospitality and related industries. The week-long trip is created around visits to a variety of individually selected hospitality businesses (split between a variety of hotels and businesses that support or otherwise interact with the industry) with focus on interaction with founders and senior management. Each visit offers a balance between a presentation, opportunities for interaction and is typically followed by a property tour (where appropriate). Proactive involvement from students is expected in order to deepen understanding of each environment's specific intricacies, challenges and opportunities.

Leadership & Personal Development Specialization (LRM only)

PGL 1001 - Developing your Full Leadership Potential

Unlocking one's full leadership potential begins with a deep understanding of oneself. Embracing strengths, acknowledging weaknesses, and navigating discomfort empower us to make conscious decisions about personal growth. Increased self-awareness directs our focus to what truly matters, allowing us to prioritize and address important aspects that enhance the value of our actions. Being truly aligned with oneself not only makes the journey more enjoyable but also heightens effectiveness and productivity. In leadership, self-awareness isn't just a skill, it's the catalyst for transformative and influential impact.

PGL 1002 - Leading People to Success

To positively influence others toward success, it's crucial for students to recognize that there isn't a one-size-fits-all rule in leadership. Leadership is inherently flexible and adaptable, tailored to the unique qualities of each team member. This involves understanding how to master various leadership styles based on contextual influences.

PGL 1003 - Managing Diverse High Performing Teams

High-performing teams are dynamic entities shaped through a strategic and thoughtful process from building an effective team and initiating collaboration to managing team climate and team dynamics. It is imperative for every leader to comprehend the evolutionary path of teams, recognize diversity factors that impact behaviour and attitudes, understand the essential roles, and identify the overall skills and competences necessary to motivate them to successfully attain the team's defined goals.

PGL 1004 - You, the Leader´s Coach

As a leader, you bear the responsibility of guiding colleagues or employees toward their self-growth and enhanced performance. The adoption of coaching, a proven and effective facilitation method, can be one of the instrumental tools in this process. This course will help you acquire the fundamentals of both individual and executive coaching. In addition, going through experience of applying various coaching techniques will further enhance your ability to propel teams to the next dimension.

PGL 1005 - Project Management

When working on projects, individuals and teams encounter challenges like defining shared goals, agreeing on action plans, managing time effectively, and resolving conflicts that often arise throughout the project's duration. This course addresses these challenges to foster a productive team atmosphere, ensuring successful project outcomes and maintaining harmony within teams.

PGL 1006 - Interpersonal Skills

Interpersonal skills, fundamental for effective communication and collaboration, are the focal point of this course. You will be empowered to understand and manage emotions, empathize with others, build positive relationships, enhance networking abilities, and acquire negotiation expertise. The curriculum, incorporating a balanced mix of theory, practical exercises, and real-world applications, ensures mastery in transmitting

messages and connecting with people in various contexts. The course addresses crucial aspects such as emotional intelligence, public speaking, negotiation, and networking skills, laying a robust foundation for enduring success in professional interactions and leadership.

PGL 1007 - Effective Communication for Successful Relationships

Our ability to connect and engage with others is what sets us apart. Elevating communication skills to its full potential can transform our professional interactions, becoming a formidable asset to establish and nurture relationships. The mastery of effective communication involves, among others, honing the skills of active listening, understanding diverse perspectives, and mastering feedback techniques. These skills not only enhance our leadership journey but also empower us to build and sustain meaningful connections, both within existing relationships and when establishing new ones.

PGL 1008 - Business Field Trip

The study trip is designed to align program learning outcomes with each student's personal growth. Over the course of this immersive week, participants will embark on a journey enriched with impactful experiences, interactive workshops, and reflective sessions designed to guide them through a transformative process of self-discovery and development. Students will engage in hands-on learning with specially tailored tools and exercises, guided by experienced professionals. Set in an exclusive destination nestled within stunning natural surroundings, this unique experience fosters deep self-connection and holistic growth.

Marketing for Luxury Tourism Specialization (LRM only)

PGM 1001 Principles of Luxury Marketing

This course introduces the key elements and practices of marketing 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 luxury companies analyze and use marketing information.

Through an analysis of the business ecosystem, the course explores how to create and develop profitable luxury products, services and experiences that meet the customer's needs. The course deals with the main concepts of segmenting and targeting markets, positioning, designing, pricing, and promoting products. It also introduces branding and consumer buying behavior.

PGM 1003 - Luxury Fashion and Lifestyle Trends

This course explores the intersection of luxury fashion and hospitality, analyzing how high-end fashion brands collaborate with luxury hotels and travel experiences to enhance brand identity and customer engagement. Students will examine the evolution of luxury lifestyle trends, from heritage craftsmanship to modern experiential marketing, and how these trends shape guest experiences in hospitality. The course delves into key factors such as brand partnerships, exclusive retail experiences in luxury destinations, and the influence of cultural and demographic shifts on consumer behavior. By the end of the course, students will have a comprehensive understanding of how fashion brands integrate with the luxury tourism industry to create immersive, aspirational experiences.

PGM 1004 - 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. Throughout this dynamic learning experience, students will unravel the essential principles of experiential marketing, understanding the imperative nature of infusing every product and service with the power to captivate and engage though experiential marketing.

PGM 1005 - Digital Marketing and Innovation

This course provides a strong foundation in using the internet and digital technologies to develop a luxury business marketing plan. Students will explore the technical aspects of gathering and analyzing online data while leveraging digital channels, social media, and emerging technologies for strategic brand positioning. Emphasizing an integrated approach, the course highlights how to create a measurable digital ecosystem that aligns with the business objectives of luxury firms.

PGM 1007 - Customer Relationship Management In Luxury

This Customer Relationship Management course explains practical methods and technology for profitable customer connections. Understanding the significance of knowing your customers deeply, this course examines data collection, analysis, and retention essentials. Discover why cultivating robust relationships

is crucial, learning to extend customer loyalty by comprehending their journey and duration as clients. Uncover the basics of CRM systems, emphasizing their construction and utilization to gain a competitive edge. With accessible language and real-world examples, this course equips students with the skills to navigate CRM, emphasizing the monetary value building and maintaining strong customer relationships in luxury.

PGM 1008 - Exclusive Brands Week
During the event, students will be inspired by distinguished representatives and leaders from renowned luxury brands hailing from major luxury markets. Gain valuable insights directly from the masterminds behind some of the world's most coveted labels.
Immerse yourself in engaging panels and hands-on workshops that will prompt deep reflection on the ever-evolving landscape of primary luxury markets. Delve into captivating discussions covering a spectrum of topics, including sustainable luxury practices, cutting-edge design, and the impact of digital technologies on the luxury consumer experience.
As a student, you'll have the opportunity to step into the world of luxury through participation in a luxurious experience and an extravagant gala evening. Prepare for a night filled with glamour and sophistication, providing you with a firsthand taste of the opulence synonymous with the luxury industry.

PGM 1010 Data Analytics for Decision Making
The course integrates the understanding and interpretation of quantitative data with statistical methods for decision-making in the hospitality industry. It covers statistical terminology, inferential statistics, probability theory, and different forecasting techniques. Focused on practical applications, the course delves into descriptive and predictive analytics, emphasizing their impact on luxury establishments. Through problem-based learning and projects, students develop a sharp cognitive capacity for numbers, learning to collect, analyze, and present data for informed decision-making.

PGM 1011 - Sustainable Luxury and 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 analyze, develop, and recommend strategic CSR in luxury organization. Moreover, this will entail students 'implementation of strategic sustainable and innovative practices.

Golf Management Specialization (LRM only)

PGG 1001 - Introduction to Golf Industry
This course is designed to provide a comprehensive introduction to the essential aspects of the golf industry. The curriculum centers around key concepts such as the historical evolution and values of golf, the intersection with tourism, insights into the golf industry, and an exploration of the current landscape in global golf tourism.

PGG 1002 - Golf Club Operations
This tall elements necessary for effective management, spanning from the clubhouse to the intricacies of the course itself. Participants will acquire a comprehensive understanding of the key pillars that form the foundation of organizing and operating a successful golf facility.

PGG 1003 - Agronomy and Machinery.
This course covers the essential principles of golf course maintenance, equipping golf managers with vital knowledge. Encompassing key topics such as environmental analysis and sustainability fundamentals, grass varieties, machinery insights, and detailed descriptions of crucial maintenance practices, participants will gain a thorough comprehension of the integral aspects necessary for effective golf course management.

PGG 1004 - Golf Course Design
This course addresses the challenges encountered by developers during the design and construction of golf courses. The content includes a comprehensive study of factors essential for planning an environmentally sustainable golf course, with a dual focus on maximizing efficiency and ensuring an exceptional customer experience simultaneously.

PGG 1005 - Golf Business Management
This course emphasizes the managerial aspects of a golf management position, providing a comprehensive exploration of the interconnections among various

corporate golf facilities. It offers insights into integrating these facilities within a business strategic plan, encompassing financial and economic considerations. Additionally, the course includes the dynamics of boards, committees, and their impact on the leadership and functions of a golf club manager.

PGG 1006 - Marketing & Golf Events
This course explores fundamental marketing principles and how they apply to golf facilities, emphasizing the critical role of thorough market research and customer profiling for managers in delivering an exceptional customer experience. The content encompasses an overview of methods and strategies to effectively promote golf events.

PGG 1007 - Golf Academy and Tournaments
This course provides a comprehensive exploration of golf academy essentials and management. The content encompasses an explanation of the diverse services it may offer, supported by technologies that enhance their delivery. Additionally, the course offers an overview of the organization and operations involved in golf tournaments.

PGG 1008 - Business Field Trip
The study trip aims to link selected program learning outcomes to the strategic and operational realities of golf management. The week-long trip is created around visits to a variety of golf businesses with a focus on interaction with senior management. Each visit offers a balance between a presentation and opportunities for interaction and is typically followed by a property tour. Proactive involvement from students is expected in order to deepen understanding of the industry's intricacies, challenges and opportunities.

Cruise Line Management Specialization (LRM Only)

PGC - 1001 Fundamentals of Cruise Ship Management
In Silversea cruises, one of the main relevant knowledge that anyone must know is about the chain of command and how its structure connects with the entire operations. In this regard, knowledge about the different on-board policies and agreements are extremely important to be aware of. The cruise lifestyle differs among the rest of the hospitality-ground life because of being connected purely with the length of the voyage; therefore, it is crucial to be ready to face such a change of life. SS Brand culture

provides a unique context and sense of belonging which accompanies staff stay on board. Due to the complexity of different functional areas, knowing how all It systems are synchronized with cruise ship and shoreside allow us to get an idea about planning and control both guest information and operational demands. Every voyage is particular hence challenges may fluctuate what highlight the importance of the execution.

PGC 1002 - Hospitality Financial Management for Cruise Ship Operations
This course provides a comprehensive overview of financial management principles tailored specifically for cruise ship management. Students will develop essential skills to understand, analyze, and utilize financial information crucial for effective decision-making within the cruise industry. Through a combination of theoretical learning and practical applications, students will explore various aspects of financial reporting, performance analysis, cost management, and budgeting strategies relevant to cruise line operations.

PGC 1003 - On-board Service Management
This course provides students with a comprehensive understanding of the key principles and practices involved in effectively managing guest services on a luxury cruise line. Students will explore various aspects of Guest Relations Management, Housekeeping operations and Butler services, gaining the knowledge and skills necessary to excel in this critical area of the cruise line industry. Through a combination of theoretical concepts, practical applications, case studies, and hands-on experiences, students will develop a strong foundation in "On Board Services" and acquire the tools needed to succeed in a dynamic and competitive hospitality environment.

PGC 1004 - F&B Cruise Supply Chain Management
This advanced-level course provides a thorough examination of Food and Beverage (F&B) management within the unique context of cruise ship operations. Exploring both the administrative and operational aspects, students will develop a deep understanding of the varied responsibilities of F&B Managers in the specific context of cruise operations. Through detailed exploration of operational processes, students will grasp how different departments and their procedures are interconnected. Additionally, the course offers students a strong framework for efficiently managing F&B Cruise Operations across different outlets and

events. This framework covers essential areas such as building supplier relationships, implementing effective staffing strategies, designing menus, managing products, overseeing inventory, and ensuring compliance with procurement protocols. Furthermore, students will gain insight into sanitation and hygiene regulations, including those outlined by USPH (United States Public Health).

PGC 1005 - Cruise Ship Entertainment Management
Cruise Entertainment Management explores the dynamic and intricate world of entertainment within the cruise industry. This course delves into the critical aspects of planning, executing, and evaluating entertainment offerings aboard cruise ships. Students will gain insight into the diverse challenges and opportunities inherent in managing cruise entertainment, including talent acquisition, programming, production management, audience engagement, and industry trends.

PGC 1006 - Cruise Ship Sales and SHOREX Management
This course provides an in-depth exploration of strategies and operational aspects of internal sales and excursion management within Silversea cruise lines. Students will delve into topics such as managing shore excursion offerings, understanding departmental structures, and communication channels within the organizational hierarchy of Silversea cruises and its various product lines. Additionally, the course integrates concepts such as senior manager fleet for future sales, shore side support, and targets for revenue optimization.

PGC 1007 - Maritime Law, Safety and Sustainability Concepts
One of the main concerns and awareness is about safety. In this regard, it becomes critical to count on proper knowledge and training about it. In SS cruise operation, knowing main key standards and training related to the United States Public Health (USPH) rules and regulations. In relation to the USPH, it's a must to development training, besides internal verifications and with external consulting companies. Each port works with different regulations, and it must be known by the company. Any cruise line counts on a proper Sustainability Program which guides and defines green strategies to be competitive and the cruise industry.

PGC 1008 - Cruise Operation Immersion Program (COIP)

This course introduces the students to the daily on-board operations on a Silversea Cruise Ship. The course will provide a focus on Front-office and housekeeping procedures and their operations on board. Familiarization with the complex F&B operations in a luxury cruise ship, both kitchen and service.

PGC 1009 - Business Field Trip
Important field trip to collect and compare first-hand information about the industry.

MAS HMS, Semester 3

MHM 3002 - Internship, Portfolio and Self-Reflection
The internship period is designed to provide students with the opportunity to apply and relate the theoretical knowledge and practical skills acquired at the institution to real workplace practices and environments within the industry. Students are required to engage in an academic component by completing an online course. This course offers students the chance to develop competencies in essential areas such as communication, collaboration, problem-solving, professionalism, and leadership.

Successful internships are a crucial element of the program, guiding students from their arrival on campus to the successful completion of their internship. Students participate in a series of workshops aimed at developing the skills and qualities needed to secure, undertake, and successfully complete their internship. These workshops cover a range of topics, from managing physical and digital professional presence to understanding industry needs and expectations, ensuring that students are well-prepared to embark on their professional journey with the support of the Career Services team.

H.   Diploma of Advanced Studies (DAS) in International Hospitality Management (LRM and LRCM)

The Diploma of Advanced Studies (DAS) in International Hospitality Management offers the same courses as the Semester 1 of the Master of Advanced Studies (MAS) in Hospitality Management with Specialization. Please refer to those course descriptions. Additionally, students

must choose one of the following courses:

PD 2001 - Internship Validation and PD 2002 - Case Study and Portfolio
The internship period is designed to provide students with the opportunity to apply and relate the theoretical knowledge and practical skills acquired at the institution to real workplace practices and environments within the industry. Students are required to engage in an academic component by completing an online course. This course offers students the chance to develop competencies in essential areas such as communication, collaboration, problem-solving, professionalism, and leadership.

Successful internships are a crucial element of the program, guiding students from their arrival on campus to the successful completion of their internship. Students participate in a series of workshops aimed at developing the skills and qualities needed to secure, undertake, and successfully complete their internship. These workshops cover a range of topics, from managing physical and digital professional presence to understanding industry needs and expectations, ensuring that students are well-prepared to embark on their professional journey with the support of the Career Services team.

-OR-

PD 2003 - Applied Research Project
This project offers an opportunity to further develop the knowledge, skills and insights gained during the program, and apply these to a professional context. Initial steps, including identifying a business problem, transforming this into a research question, and defining a clear research process will be completed in a collaborative setting. Participants will continue their project under the guidance of a dedicated member of faculty.

I. Diploma of Advanced Studies (DAS) in Digital Transformation (LRCM only)

The Diploma of Advanced Studies (DAS) in Digital Transformation includes the same courses as Semester 2 of the Master of Advanced Studies (MAS) in Hospitality Management with a Specialization in Digital Transformation. Please refer to those course

descriptions. Additionally, students must choose one of the following courses:

PDT 1008 - Internship Validation and PDT 1009 - Case Study and Portfolio
The internship period is designed to provide students with the opportunity to apply and relate the theoretical knowledge and practical skills acquired at the institution to real workplace practices and environments within the industry. Students are required to engage in an academic component by completing an online course. This course offers students the chance to develop competencies in essential areas such as communication, collaboration, problem-solving, professionalism, and leadership.

Successful internships are a crucial element of the program, guiding students from their arrival on campus to the successful completion of their internship. Students participate in a series of workshops aimed at developing the skills and qualities needed to secure, undertake, and successfully complete their internship. These workshops cover a range of topics, from managing physical and digital professional presence to understanding industry needs and expectations, ensuring that students are well-prepared to embark on their professional journey with the support of the Career Services team.

-OR-

PDT 1010 - Applied Research Project
This project offers an opportunity to further develop the knowledge, skills and insights gained during the program, and apply these to a professional context. Initial steps, including identifying a business problem, transforming this into a research question, and defining a clear research process will be completed in a collaborative setting. Participants will continue their project under the guidance of a dedicated member of faculty.

J. Diploma of Advanced Studies (DAS) in Food and Beverage Entrepreneurship and Management (LRCM only)

The Diploma of Advanced Studies (DAS) in Food and Beverage Entrepreneurship and Management offers the same courses as the Food and Beverage Entrepreneurship and Management Specialization

of Master of Advanced Studies (MAS) in Hospitality Management with Specialization.. Please refer to those course descriptions. Additionally, students must choose one of the following courses:

PFB 1009 - Internship Validation and PFB 1010 - Case Study and Portfolio
The internship period is designed to provide students with the opportunity to apply and relate the theoretical knowledge and practical skills acquired at the institution to real workplace practices and environments within the industry. Students are required to engage in an academic component by completing an online course. This course offers students the chance to develop competencies in essential areas such as communication, collaboration, problem-solving, professionalism, and leadership.

Successful internships are a crucial element of the program, guiding students from their arrival on campus to the successful completion of their internship. Students participate in a series of workshops aimed at developing the skills and qualities needed to secure, undertake, and successfully complete their internship. These workshops cover a range of topics, from managing physical and digital professional presence to understanding industry needs and expectations, ensuring that students are well-prepared to embark on their professional journey with the support of the Career Services team.

-OR-

PFB 1011 - Applied Research Project
This project offers an opportunity to further develop the knowledge, skills and insights gained during the program, and apply these to a professional context. Initial steps, including identifying a business problem, transforming this into a research question, and defining a clear research process will be completed in a collaborative setting. Participants will continue their project under the guidance of a dedicated member of faculty.

K.   Diploma of Advanced Studies (DAS) in Leadership & Personal Development (LRM only)

The Diploma of Advanced Studies (DAS) in Leadership & Personal Development includes the same courses as Semester 2 of the Master of Advanced Studies (MAS)

in Hospitality Management with a Specialization in Leadership & Personal Development. Please refer to those course descriptions. Additionally, students must choose one of the following courses:

PGL 2001 - Internship Validation and PGL 2002 - Case Study and Portfolio
The internship period is designed to provide students with the opportunity to apply and relate the theoretical knowledge and practical skills acquired at the institution to real workplace practices and environments within the industry. Students are required to engage in an academic component by completing an online course. This course offers students the chance to develop competencies in essential areas such as communication, collaboration, problem-solving, professionalism, and leadership.

Successful internships are a crucial element of the program, guiding students from their arrival on campus to the successful completion of their internship. Students participate in a series of workshops aimed at developing the skills and qualities needed to secure, undertake, and successfully complete their internship. These workshops cover a range of topics, from managing physical and digital professional presence to understanding industry needs and expectations, ensuring that students are well-prepared to embark on their professional journey with the support of the Career Services team.

-OR-

PGL 2003 - Applied Research Project
This project offers an opportunity to further develop the knowledge, skills and insights gained during the program, and apply these to a professional context. Initial steps, including identifying a business problem, transforming this into a research question, and defining a clear research process will be completed in a collaborative setting. Participants will continue their project under the guidance of a dedicated member of faculty.

L.   Diploma of Advanced Studies (DAS) in Marketing for Luxury Tourism (LRM only)

The Diploma of Advanced Studies (DAS) in Marketing for Luxury Tourism includes the same courses as Semester 2 of the Master of Advanced Studies (MAS)

in Hospitality Management with a Specialization in Marketing for Luxury Tourism. Please refer to those course descriptions. Additionally, students must choose one of the following courses:

PGM 2001 - Internship Validation and PGM 2002 - Case Study and Portfolio
The internship period is designed to provide students with the opportunity to apply and relate the theoretical knowledge and practical skills acquired at the institution to real workplace practices and environments within the industry. Students are required to engage in an academic component by completing an online course. This course offers students the chance to develop competencies in essential areas such as communication, collaboration, problem-solving, professionalism, and leadership.

Successful internships are a crucial element of the program, guiding students from their arrival on campus to the successful completion of their internship. Students participate in a series of workshops aimed at developing the skills and qualities needed to secure, undertake, and successfully complete their internship. These workshops cover a range of topics, from managing physical and digital professional presence to understanding industry needs and expectations, ensuring that students are well-prepared to embark on their professional journey with the support of the Career Services team.

-OR-

PGM 2003 - Applied Research Project
This project offers an opportunity to further develop the knowledge, skills and insights gained during the program, and apply these to a professional context. Initial steps, including identifying a business problem, transforming this into a research question, and defining a clear research process will be completed in a collaborative setting. Participants will continue their project under the guidance of a dedicated member of faculty.

M. Diploma of Advanced Studies (DAS) in Golf Management (LRM only)

The Diploma of Advanced Studies (DAS) in Golf Management includes the same courses as Semester 2 of the Master of Advanced Studies (MAS) in Hospitality Management with a Specialization in Golf Management. Please refer to those course descriptions.

Additionally, students must choose one of the following courses:

PGG 2001 - Internship Validation and PGG 2002 - Case Study and Portfolio
The internship period is designed to provide students with the opportunity to apply and relate the theoretical knowledge and practical skills acquired at the institution to real workplace practices and environments within the industry. Students are required to engage in an academic component by completing an online course. This course offers students the chance to develop competencies in essential areas such as communication, collaboration, problem-solving, professionalism, and leadership.

Successful internships are a crucial element of the program, guiding students from their arrival on campus to the successful completion of their internship. Students participate in a series of workshops aimed at developing the skills and qualities needed to secure, undertake, and successfully complete their internship. These workshops cover a range of topics, from managing physical and digital professional presence to understanding industry needs and expectations, ensuring that students are well-prepared to embark on their professional journey with the support of the Career Services team.

N. Diploma of Advanced Studies (DAS) in Cruise Line Management (LRM only)

The Diploma of Advanced Studies (DAS) in Cruise Line Management includes the same courses as Semester 2 of the Master of Advanced Studies (MAS) in Hospitality Management with a Specialization in Cruise Line Management. Please refer to those course descriptions. Additionally, students must choose one of the following courses:

PGC 2001 - Internship Validation and PGC 2002 - Case Study and Portfolio
The internship period is designed to provide students with the opportunity to apply and relate the theoretical knowledge and practical skills acquired at the institution to real workplace practices and environments within the industry. Students are required to engage in an academic component by completing an online course. This course offers students the chance to develop competencies in essential areas such as communication, collaboration, problem-solving, professionalism, and leadership.

Successful internships are a crucial element of the

program, guiding students from their arrival on campus to the successful completion of their internship. Students participate in a series of workshops aimed at developing the skills and qualities needed to secure, undertake, and successfully complete their internship. These workshops cover a range of topics, from managing physical and digital professional presence to understanding industry needs and expectations, ensuring that students are well-prepared to embark on their professional journey with the support of the Career Services team.

PGC 2003 - Applied Research Project
This project offers an opportunity to further develop the knowledge, skills and insights gained during the program, and apply these to a professional context. Initial steps, including identifying a business problem, transforming this into a research question, and defining a clear research process will be completed in a collaborative setting. Participants will continue their project under the guidance of a dedicated member of faculty.

Executive Part-time Education

O.   Executive MBA in Global Hospitality Management (LRCM only)

One-week EMBA Residency: Crans-Montana

Module 1 - Embracing the Industry Transformation

EMBA 1001 - Leadership Skills and Career Growth
From gaining the deep respect of team members to consistently delivering measurable business results, effective leadership consists of a myriad of characteristics, strategies, and skills. The course offers a subtle balance between key theoretical concepts and practical elements around three main areas: Knowing yourself, knowing your context and knowing your team to coach long lasting and global leaders. The primary goal of this course is to prepare highly-skilled managers, boosting their emotional and social skills for advanced leadership roles in modern hospitality organizations.

EMBA 1002 - Hospitality Economics and Disruptive

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

EMBA 1003 - Strategic Digital Marketing and Sales in Hospitality
This course focuses on digital marketing tactics and strategies that have become the manner how successful hotels attract customers. Working in teams with case hotels, learners will apply their real-life experience to assess digital marketing campaigns they would encounter in the industry. Starting from an understanding of the major differences between service and product marketing, the course examines the impact of the digital age in shaping current strategies. Participants will also be prepared to deal with the disruptive digital environment and research current trends to identify opportunities and design sound business practices targeting online customers.

EMBA 1004 - Sustainable Hospitality and Tourism Development
Often regarded as a novel concept, sustainability has gained tremendous momentum for development over the last decade. The course will explore the dynamics of sustainability in tourism and hospitality. With a global perspective, it will probe the different facets or scenarios of sustainable development. In addition, it will examine the fundamentals of circular economy, quality of life and corporate social responsibility, as strategic tools for growth. Through diverse and global case studies, the course will showcase the different aspects of development in diverse environments and landscapes.

Module 2 - Managing Critical Operations

EMBA 2001 - Hospitality Financial Analysis
This course explores the fundamentals of financial accounting to develop expertise in financial analysis. For non-finance executives, the course will cover various aspects of preparing financial statements for

external stakeholders. Subsequently, the focus will be on a future orientation, equipping participants with tools to improve dialogue with internal stakeholders and finance specialists to enhance decision-making processes and overall performance. The course will also be used to develop an understanding of what contributes to optimizing shareholder value. Skills acquired in this course will serve as an important basis for the corporate finance course.

EMBA 2002 - Hospitality Revenue and Demand Management

The course aims to enhance the participants' knowledge and understanding of the concepts, principles, and implementation of revenue management in the hospitality sector such as hotels, restaurants, and other travel related businesses. Revenue management strategies will then be illustrated by the simultaneous management of demand (pricing) and capacity (service duration). The course will develop the participants critical and analytical skills using case studies and illustrations of practice.

EMBA 2003 - Managing Complex Organizations and Digitalization

The digital revolution that hospitality businesses face means that operations managers need to be prepared to face extraordinary levels of competitive pressures. The role of digitalization in this transformation is to produce effective results while maintaining an engaged workforce. Emphasis will be placed on critically analyzing theoretical models to appraise traditional and more recent management and organizational strategies which facilitate, or hinder adaptability, particularly in complex organizations.

Module 3 - Driving Financial Performance

EMBA 3001 - Hotel Valuation and Performance

The course focuses on the principles and techniques used in the hospitality sector to evaluate current and predicted property performance, including the impact on asset value for the purpose of sale or acquisition. The range of valuation techniques will be reviewed, compared, and applied to various case study examples. Strategies for multi–business valuation and valuation for corporate restructuring, mergers, and acquisitions will be discussed in the context of the hospitality sector. Emphasis will be placed on the contemporary value drivers including reputation, brand value and data management. The role of professional associations in setting standards and monitoring responsibilities will also be examined.

EMBA 3002 - Hotel Asset Management and Contract

Negotiation

Hotel asset management and contract negotiation require a holistic overview and understanding of the complete hotel business. This course focuses on rational hotel asset management strategies and concepts deriving from the benchmarking of appropriate key performance indicators. Furthermore, analysis and evaluation of contemporary hotel management contract terms will develop the necessary knowledge to reflect and align the interests of both asset owners and third-party asset operators.

EMBA 3003 - Data Analytics and Decision Making

This course provides a comprehensive introduction to the field of business analytics, focusing on its role in decision-making and its practical applications in the hospitality industry. It covers various aspects of business analytics, including data management, different types of analytics (descriptive, diagnostic, predictive, and prescriptive), and the process of creating a business analytics project. Students will engage in live sessions, watch instructional videos, and complete readings to gain a well-rounded understanding of this crucial field.

EMBA 3004 - Design Thinking and Business Model Creation

Good business decisions are user-centered. They require active user involvement in the co-design and co-creation of robust business models, products, processes, and services. Experience of the product is ultimately the end product, and an inclusive business model should meet the requirements of evolving change to meet customer expectations consistently. This course will provide the tools to assess product or service value proposition, capture and retain a consumer base, integrate creative value chain methodologies, and become self-sustaining revenue regenerators. Experience of the product is ultimately the end product, and an inclusive business model should meet evolving customer expectations.

Module 4 - Leading the Strategic Journey

EMBA 4001 - Corporate Finance and Shareholder Value

Corporate finance is the study of managerial decision-making concerning investment, long-term financing, interpretation, and communication of information to assist managers in fulfilling their organizational objectives and enhancing shareholder value. The course aims to instill experienced learners with the ability to make long term planning and financial decisions, including effective controlling, and the selection of

relevant information for decision making.

EMBA 4002 - Business Strategies and Risk Management
Driven by the globalization of trade, financial flows, transportation and the digitalization of exchanges, the international hospitality industry has evolved into complex systems linking activities such as distribution, branding, risk management, real estate ownership and financing. In such an environment, hospitality companies have espoused singular strategies that have shaped their boundaries and changed the sets of relationships governing the industry. This course provides an overview of the current strategic orientations of hospitality businesses and the consequences of major trends on the past and future of the industry. Classic strategic and risk management frameworks will be introduced and reviewed, and their application to the industry discussed.

EMBA 4003 - Organizational Change Management and Innovative Practices
Organizations, especially businesses, need to be agile and ready to adapt quickly to the constantly changing business environment. They must understand how to effectively develop, lead, and manage innovation and change-ready cultures to thrive in their markets. Through different methodological models and techniques, the course aims to explore different change management models and innovative practices to lead the strategic journey of a constantly changing hospitality industry. Experienced learners will be equipped to lead a digitally agile workforce and foster a culture of innovation.

EMBA 5001 - Applied Research Project
This capstone project offers an opportunity to further develop the knowledge, skills and insights gained during the Executive MBA journey, and apply these to a professional context. Initial steps, including identifying a business problem, transforming this into a research question, and defining a clear research process will be completed in a collaborative setting. Participants will continue their project under the guidance of a dedicated member of faculty. Projects might focus on topics as varied as leadership issues, financial challenges, or innovative ideation for hospitality to name a few.

P. Executive Diploma in Advanced Studies (DAS) in International Hotel Management (LRM only)

EDAS - IHM Semester 1

EDAS - IHM Module 1

M 9110 - A Practical Approach to Protocol and 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.

M 9111 - Advanced Hospitality Operations
This course focuses on describing, analyzing 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.

EDAS - IHM Module 2

M 9112 - 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 travelers: baby boomers, generation X, millennials, generation Z and digital natives.

M 9114 - Leadership and Organizational Behavior
The course will examine the contemporary principles, techniques and research findings in hospitality leadership and organizational behavior that are driving high performance and continuous improvement in hospitality. 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.

EDAS - IHM Module 3

M 9116 - 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.

M 9117 - 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 travelers 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 analyze, 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.

EDAS - IHM Module 4

M 9113 - 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.

M 9115 - 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 analyze 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.

M 9118 - 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 analyzed 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 influence management decisions.

EDAS - Semester 2

Internship (optional)

M 9310 - Reflection on Practice

The internship period is to provide the opportunity for the student to use and relate the theoretical and practical knowledge acquired in the institution to workplace practices and environment in the industry. The student is required to go through an academic part by doing an online course. This online course gives an opportunity for students to develop competencies in communication, collaboration, problem-solving, professionalism, and leadership.

M 9311 - Professional Development

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

Q. Executive Master of Advanced Studies (MAS) in International Hotel Management (LRM only)

The courses are identical to those in the Executive Diploma of Advanced Studies (DAS) in International Hotel Management (LRM only), Semester 1, Modules 1-4, plus the additional courses listed below.

EMAS IHM Semester 2

EMAS IHM Module 5

M 9212 - 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.

M 9215 - 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.

EMAS IHM Module 6

M9210 - Applied Research Project
Applied research project is the carrying out and communication of a piece of investigative academic work that demonstrates, within the context of existing knowledge, an understanding of a particular problem together with evidence of original, critical, and analytical thinking. The investigative work will contain a considerable amount of data; the data will be analysed and used to support a logically structured argument. The work you do must be original, i.e., it must not repeat the work of others. The work must be analytical, and the examiners will look for evidence of evaluative skills in the written documentation.

M 9211 - Crisis Management
Analyzing 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.

M 9213 - 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.

M 9214 - Hospitality Real Estate and Investment
Analysis of the perspectives of the Hospitality Industry from both the Operators´ and from the Real Estate Investment point of views, their respective priorities and needs, and their competing alternatives and conflicting interests.

EMAS IHM Semester 3

Internship (optional)

M 9310 - Reflection on Practice
The internship period is to provide the opportunity for the student to use and relate the theoretical and practical knowledge acquired in the institution to workplace practices and environment in the industry. The student is required to go through an ACADEMIC part by doing an online course. This online course gives an opportunity for students to develop competencies in communication, collaboration, problem-solving, professionalism, and leadership. The student is required to complete a series of assignments (check SOW for reference) in order to PASS this course.

M 9311 - Professional Development
Successful internships are a key component of the program. This optional course will take students from their arrival on campus through to the successful completion of their internship. The students attend a series of workshops focused on developing the skills and qualities necessary to acquire, embark on and complete their internship. From managing their physical and digital professional presence to developing an understanding of industry needs and expectations, the Career Services team will equip students to begin their professional journey.

Pre-Programs

R. Intensive Hospitality English Language Program (IHELP 6 / LRCM only)

ENG E631 – English Skills
The focus of this course is on the grammar and vocabulary used in professional contexts, preparing students for real world communication. Students will analyze language in a variety of registers, forms and contexts and will improve their accuracy and fluency through a variety of communicative activities.

ENG E632 – Listening and Speaking
This course develops students' listening strategies and speaking skills in general and academic contexts. Language structures are reviewed and reinforced. Students will role play, make short presentations and develop confidence in speaking. Students will practice how to put forward their own point of view with evidence – encouraging the development of their critical skills.

ENG E633 – Reading and Writing
This course develops students' reading strategies and writing skills in academic and general contexts. Language structures are reviewed and reinforced. Students will study reading texts and react to these in an appropriate written format. Students will practice how to put forward their own point of view with evidence – encouraging the development of their critical skills.

ENG E634 English for Hospitality
This course enables students to improve the accuracy and range of the English language skills they will need to study and work in the hospitality sector. They will work on acquiring hospitality related vocabulary and developing professional communication skills through a variety of speaking activities appropriate to the hospitality context.

ENG E636 – Skills for Academic Success
This course provides the students with the core academic skills and language needed for further study. Students will listen to lecture extracts and take notes, develop reading strategies to write academic papers (analyzing data, building an argument, structuring an academic text, process writing, summarizing, paraphrasing and reviewing their own written work) respecting APA style.

 ENG E637 – Culture and Tourism
This course explores the relationship between culture and tourism. Students consider ways of defining culture and how people relate to their own culture and that of others. The course seeks to develop awareness of cultural differences and encourages understanding of these differences and acceptance of others. Students relate this understanding to tourism and their perceptions of the needs of customers.

ENG E638 – Test Preparation
This course prepares the students to take the IHELP exit test by familiarizing them with the format and content of the test. Students analyze key language points and practice working with timed reading and listening comprehension exercises.

S. Intensive Hospitality English Language Program (IHELP 15 / LRM only)

ENG E531 – 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.

ENG E532 – 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.

ENG E533 – 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.

ENG E536 – Taking 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.

ENG E537 - 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.

11.
Credit Equivalence

Les Roches Global Hospitality Education is accredited by the Swiss Accreditation Council (SAC) as a University of Applied Sciences Institute and by the New England Commission of Higher Education (NECHE).

Consequently, our institution's programs adhere to the European Credit Transfer System (ECTS), a standard for higher education adopted by all European countries as part of the Bologna Process within the European Higher Education Area (EHEA). Additionally, they align with the American credit system, as defined by the U.S. Secretary of Education and recognized by NECHE.

In the European Credit Transfer System (ECTS):

– 1 (one) credit typically corresponds to between 25 (twenty-five) and 30 (thirty) hours of work (European Commission, 2015)

In the American credit system:

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

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

The equivalence adopted by Les Roches Global Hospitality Education is that 1 (one) US credit corresponds to 2 (two) ECTS and is recommended to be applied for credit recognition by institutions using the ECTS credit system.

***Reference
European Commission (2015). ECTS users' guide. Office for Official Publications of the European Communities.

12.
Les Roches Crans-Montana Administration, Faculty and Staff

A. Administration

A.1 Management

Chief Executive Officer of Les Roches	Mr. Carlos Díez de la Lastra Buigues (MSc)
Campus Director	Mr. Giovanni Odaglia (BBA (Hons), MSc)
Executive Academic Dean	Dr. Ivana Nobilo (BSc, MSc, PhD)
Director of Projects and Innovation	Mrs. Joceline Favre-Bulle (Executive Master)
Director of Student Services	Mr. Giovanni Odaglia (BBA (Hons), MSc)
Global Finance Director Les Roches	Mr. Eric Lambert
Head of IT Operations and Business Applications	Mr. Marc Jensen
Director of F&B	Mr. Xavier Gonet
Head of Global Marketing Les Roches	Ms. Lorena Lopez
HR Business Partner	Mrs. Cynthia Terlien (BA)

A.2 Academic

Executive Academic Dean	Dr. Ivana Nobilo (BSc, MSc, PhD)
Assistant Dean of Undergraduate Program and Senior Lecturer	Mr. Wolf Magnus Gerstkamp (BBA, MBA)
Assistant Dean of Graduate Programs and Assistant Professor	Dr. Albian Albrahim (BSc, MSc, PhD)
Head of Research and Accreditation	Dr. Annick Darioly Carroz (BSc, MSc, PhD)
Librarian	Ms. Cédrine Coquoz

Academic Office

Executive Academic Assistant	Mrs. Julie Passera
Hospitality Experience and Academic Coordinator	Mrs. Lisa (Beina) Zhu

A.3 Other Departments

Data and Communication Specialist	Mrs. Rose Ann Colapo
Digital Media Manager	Mr. Frans Andree
Executive Chef	Mr. Thierry Lakermance
Director of F&B	Mr. Xavier Gonet
Learning Officer and Senior Lecturer	Ms. Mariam Ninan Maye (BA, MA)

Accounting

Student Accounting Officers	Mrs. Miriam Martinez Gonzalez
	Mr. Christopher Tran
Admission and Permit Officer	Mr. Adrian Zurczak
Admissions Officer	Ms. Fanny Savioz

Career Services

Head of Career Services	Mrs. Stephanie Ruiz de Jongh
Senior Career Counselors	Mr. Alexandru Stoinea
	Ms. Ivone Cheang
	Ms. Rita Machado

Facilities

Head of Housekeeping and Residential Development	Mrs. Marta Miranda
Reception Manager	Mrs. Anne Bobier

Health and Wellbeing

Head of Health and Wellbeing	Mrs. Angela Williner
Campus Nurse	Ms. Laure Reymond

Housekeeping

Housekeeping Manager	Mrs. Dora Cardoso

Human Resources

HR Business Partner	Mrs. Cynthia Terlien
HR Officer	Ms. Franne Scheere

Information Technology

Junior Network Administrator	Mr. Flavio Miranda
Senior IT Service Desk Technician	Mr. Tiago Coelho
Junior IT Service Desk Technician	Mr. Anthony Le Meillour

Maintenance

Head of Maintenance and Technical Projects	Mr. Johan Westrin

Marketing

Alumni and Marketing Manager	Mrs. Charlotte Andrey
Marketing Manager	Mrs. Yanxia Zhou

Registry and Academic Quality

Head of Registry and Academic Quality	Mrs. Helen Ye-Ernotte
Deputy Registrar	Ms. Emilie Gillioz
Registry Officers	Ms. Aoife Dolan
	Mr. Simon Teall
	Mrs. Htwe Tra Nandi

Security

Campus Safety & Security Coordinator	Mr. Elio Li Voti
Security Officer	Mr. Jean-François Astolfi

SPARK / Innovation

Director of Projects and Innovation	Mrs. Joceline Favre-Bulle (Executive Master)

Student Life

Head of Student Life	Ms. Patricia Martos
Student Life Coordinator	Mr. James Williams

B. Faculty

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

B.1 Full and Proportional Faculty

Aiosi, Vincenzo
Senior Lecturer

He started at Les Roches in 2012. Holds a Diploma in Operatore Servizi Ristorativi (1998) and a Diploma Tecnico dei Servizi Ristorativi (2000) from Istituto Professionale di Stato Servizi Alberghiera Mandralisca, Italia. Received WSET Level 2 Award in Wines and Spirits (2014). Completed the Brevet Fédéral de Sommelier at Haute Ecole de Viticulture et Oenologie (CHANGINS) in 2016, Switzerland. Master in Food and Beverage Management from Rome Business School, Italy (2022). Completed a Diploma as Project Manager in 2024 and the course for the CAPM / PMP certification, delivered by CEFCO - Centre de formation continues, Switzerland.

Dr. Albrahimi, Albian
Assistant Dean of Graduate Programs and Assistant Professor

He started at Les Roches 2020. BSc in Finance and Accounting, University of Tirana, Albania, (2011). MSc in Finance with specialization in Financial Analysis, University of Neuchâtel, Switzerland, (2016). PhD in Financial Accounting, University of Neuchâtel, Switzerland, (2021).

Carlson Blatti, Kirstin
Senior Lecturer

She started at Les Roches in 2007. BA in Linguistics, University of Colorado, USA, (1990). MEd in Applied Linguistics, Open University, UK, (2010). Professional Certificate in Sustainable Tourism from Global Sustainable Tourism Council, GSTC, (2022).

Dr. Chib, Sanjay
Associate Professor

He started at Les Roches in 2015. BA in Hotel and Restaurant Administration, Washington State University, USA (2001). MSc in International Hospitality Management, Manchester Metropolitan University, UK (2004). PhD in Business IT, with a focus on technology adoption by Hotel SMEs, Royal Melbourne Institute of Technology University, Australia (2013). A serial entrepreneur with extensive industry experience, including international roles in sales and business development. Holds certifications in Google Project Management and Blockchain.

Dr. Darioly Carroz, Annick
Head of Research and Accreditation and Professor

She started at Les Roches in 2013. BSc in Psychology, University of Lausanne, Switzerland, (2003). MSc in Work and Organizational Psychology, University of Neuchâtel, Switzerland, (2005). PhD in Work and Organizational Psychology, University of Neuchâtel, Switzerland, (2011).

Del Sol, Javier
Senior Lecturer

He started at Les Roches in 2010. BA in Law, University of Lima, Peru, (2000). MA in Human Resources Management, Polytechnic University of Catalonia - EAE Business School, Spain, (2002). PGC in Hospitality Management, Thames Valley University, UK, (2007). Executive MBA, University of Barcelona – EAE Business School, Spain, (2011).

Gamberoni, Alexandre
Senior Lecturer

He started at Les Roches in 2004. Technicien supérieur en restauration, Lausanne Hotel School, Switzerland, (1989). MBA, University of Liverpool, UK, (2010). Masters in Psychology with specialization in Leadership Development and Coaching, Walden University, USA, (2015).

Dr. Germanier, Rachel
Professor

She started at Les Roches in 2005. Senior Fellow of Advance HE since 2021. BSc (Hons) in Land Management from the University of Reading, UK (1991). MEd in Applied Linguistics from Open University, UK (2009). EdD from Open University, UK (2013).

Gerstkamp, Wolf Magnus
Assistant Dean of Undergraduate Program and Senior Lecturer

He started at Les Roches in 2010 and MBTI Qualified Practitioner. MBA in Hospitality Management Finance, Universidad Europea de Madrid in partnership with Les Roches International School of Hotel Management, Switzerland, (2007).

Gueuning, Frank
EMBA Program Manager

He started at Les Roches in 2008. CHE; Diplôme Supérieur en Hôtellerie Restauration, Ecole Hôtelière de Lausanne, Switzerland, (1985). PGD in Hospitality Management, University of Derby, UK, (2006). MBA in Accounting and Finance, University of Liverpool, UK, (2011).

Hassan, Bilal
Senior Lecturer

He started at Les Roches in 2016. PGD in Hospitality Administration, IHTTI School of Hotel Management, Switzerland, (2002). MBA in Planning New Business Ventures, Oxford Brookes University, UK, (2015). Leadership and Management Program, Ecole Hôtelière de Lausanne, Switzerland, (2015). Registered for PhD in the Faculty of Brain Sciences at University College London.

Häubi, Della
Lecturer

She started at Les Roches in 2011. BA, major in French, minor in German, University of Illinois, USA, (1988). English teaching course with federal certification, ASC International House, Switzerland, (2005).

McMath, Steven
Senior Lecturer

He started at Les Roches in 2008. Law Degree and a PGD in Legal Practice, Glasgow University, Scotland, (1994 / 1996). Higher Diploma in Accounting, Ayr College, Scotland, (1989). MBA in Finance and Accounting, University of Liverpool, UK, (2014).

Meehan, Jonathan
Senior Lecturer

He started at Les Roches in 2008. Licence-ès-Lettres Modernes, Université de Bourgogne, France, (1998). BA (Hons) French Studies, University of Manchester, UK, (1999). Cambridge DELTA - Diploma in English Language Teaching to Adults, British Council, Italy, (2011). Followed a Master of Advanced Studies in Intercultural Communication with Università della Svizzera italiana, Switzerland. Registered for a MSc in Marketing at Kings College London, UK.

Ninan Maye, Mariam
Learning Officer and Senior Lecturer

She started at Les Roches in 2000. BA in Psychology, University of Madras, India, (1984). Diplôme (MA) en Etudes de Développement, IUED, Switzerland, (1987).

Dr. Nobilo, Ivana
Executive Academic Dean and Associate Professor

She started at Les Roches in 2022. BSc in Economics, College of Agora, Croatia, (2013). MA in Creative Market Communication Management, College of Agira, Croatia, (2015). MSc in Economics with specialization in Marketing of Special Areas, University of J.J. Strossmayer, Croatia, (2016). PhD in Economics, field of Marketing Management, University of J.J. Strossmayer, Croatia, (2020)..

Dr. Qumsieh Mussalam, Gretel
Associate Professor

She started at Les Roches in 2015. BA in English Literature and Linguistics, Bethlehem University, Palestine, (1995). MSc in Translation and Interpretation, Heriot-Watt University, UK, (1996). PhD in Destination Marketing, University of Strathclyde, UK, (2001).

Schmidt, Matthias
Lecturer

Specialist in Restaurant Service, Diploma of Vocational Education and Training, Staatliche Berufsschule Rothenburg-Dinkelsbühl, Germany, (2001). Training Specialist & Vocational Training, Certificate, Hotel and Gastro formation, Switzerland, (2012). Restaurant Manager, Federal Diploma of Higher Education, Hotel and Gastro formation, Switzerland, (2013). Executive Master in International Hotel Management, Les Roches Marbella (2024).

Van der Blom, Jan-Willem
Senior Lecturer

He started at Les Roches in 2015. Diploma in Hotel Management, SHA Hotel Management School Les Roches, Switzerland, (1992). MSc in Hospitality Leadership, Les Roches International School of Hotel Management, Switzerland, (2015).

B.2 Practical Arts Instructor
Avedisova, Sabina
Rooms Division Instructor

She started teaching at Les Roches in 2018. Diploma in Linguist - teacher Pyatigorsk State Pedagogical University of Foreign Languages, Russia, (1997). Postgraduate Diploma in Hotel Operations Management, Swiss Hotel Management School, Switzerland, (2006). Certified Hotel Concierge Certificate, AHLEI, USA, (2019).

Breau, Muriel
Senior Service Instructor

She started at Les Roches in 2021. WSET Level 2 Award, Singapore (2012). Advanced Diploma in Commerce, Hospitality and Tourism Management from Singapore Kaplan Higher Education Institute, Singapore (2013).

Gautier, Jean-Marc
Culinary Senior Instructor

He started at Les Roches in 2009. Brevet fédéral de Cuisine, Ecole Hôtelière de Marseille, France, (1987). B.T.S. Top Cooking Degree and Hotel Management Degree, ESITEL, France, (1989). Diplôme fédéral de Chef de Cuisine, Switzerland, (2014).

Gonet, Xavier
Director of F&B

He started at Les Roches in since 2021. BSc (Hons) in Hospitality and Food and Beverage Management, Institut Paul Bocuse, France, (2013).

Ladrange, Léa
Restaurant Manager and Service Instructor

She started at les Roches in 2023. BSC in Hospitality and Beverage management, Institut Paul Bocuse, France (2017).

Lakermance, Thierry
Executive Kitchen Chef

He started at Les Roches in 2017. Brevet de Technicien supérieur d'Hôtellerie Restauration, Ecole Hôtelière de Bordeaux Talence, France, (2002).

Müller, Benedicta
Senior Instructor

She started at Les Roches in 2002. CHE; Fähigkeitsausweis als Servicefachangestellte, Switzerland, (1982). Brevet fédéral de Formateur d'adultes, Switzerland, (2012).

Ollier, Benjamin
Senior Mixology Instructor

He started at Les Roches in 2019. Baccalauréat en Littéraire from Lycée Gabriel Faure FOIX, France (2008). Brevet de Technicien Supérieur en Animation, Gestion Touristique Locale from Lycée Gabriel Faure FOIX, France (2011). Certificat d'aptitude au Service en Restauration from GRETA de Foix, France (2011). Mention complémentaire Bar from CFA de Blagnac, France (2012). Completed Sommelier Course Level 2 (ASSP). Brevet Fédéral de formateur d'adultes (2023).

Pinho, Rui
Senior Service Instructor

He started at Les Roches in 2021. Certificat en Restauration et Exploitation d'Entreprise, Gestion et Administration, Haute École Suisse, (2004). Diplôme de Maître d'Hôtel, L'Union Suisse des Maîtres d'Hôtel, (2005). Registered for a Brevet fédéral de Leadership / Management.

Pras, Dimitri
Restaurant Manager and Service Instructor

He started at Les Roches in 2023. Holds a BSc (Hons) in Hospitality and Food and Beverage Management from Institut Paul Bocuse, France (2016). Completed a Master's degree in International Wine & Beverage Management from Institut Paul Bocuse in 2017 and obtained an MSc in International Hospitality Management from Em Lyon, France in 2018. Also holds the WSET Level 2 Award (2017).

B.3 Visiting Lecturers
Dr. Caon, Maurizio
Visiting Professor

He started at Les Roches in 2020. BSc in Electronics and Telecommunications Engineering, University of Perugia, Italy, (2007). MSc in Software and Telecommunications Engineering, University of Perugia, Italy, (2010). PhD in Computer Science, University of Bedfordshire, UK, (2014). DAS in Higher Education and Educational Technology, University of Fribourg, Switzerland, (2016).

Dr. Chmelikova, Lucie
Visiting Lecturer

She started at Les Roches in 2022, while also collaborating with Glion Institute of Higher Education, University Rey Juan Carlos I in Madrid and HEC Paris. More than 15 years of leadership experience in Pricing and Revenue Management in Europe, Asia, and the Americas from hospitality, but also airline, large distribution platforms, etc. Former and the only Boston Consulting Group's (BCG) Expert Project Leader in the hospitality and revenue man. & pricing (PRM) who built the BCG proprietary knowledge for Lodging Revenue management, expanding into strategic projects in travel and tourism, private investment, and public sector across different regions, including ME and KSA.

Dr. Cronin, Brendan
Visiting Professor and Online Learning Manager

He started at Les Roches in 2022. Diplôme Fédéral de Chef de Cuisine, École Professionnelle, Switzerland, (1991). BBA, Endicott College, USA, (1999). MBA,

Endicott College, USA, (2003). Excellence in Teaching Award, Endicott College, USA, (2013). Doctor in Business Administration (DBA) in Leadership with a focus on Entrepreneurship, Walden University, USA, (2018).

Kitterlin-Lynch, Miranda
Visiting Professor

She started at Les Roches in 2023. Holds a BSc (Hons) in Hospitality and Food and Beverage Management from Institut Paul Bocuse, France (2016). Completed a Master's degree in International Wine & Beverage Management from Institut Paul Bocuse in 2017 and obtained an MSc in International Hospitality Management from Em Lyon, France in 2018. Also holds the WSET Level 2 Award (2017).

Kouroupi, Nansy
Visiting Lecturer

She started at Les Roches in 2023. BBA in Tourism and Hospitality Management, Thessaly University of Applied Sciences, Greece (2005). MBA in Social Marketing & Corporate Social Responsibility, Staffordshire University, UK (2009). PGD in Education, School of Pedagogical & Technological Education, Greece (2012). PGD in Digital Marketing, The Chartered Institute of Marketing, UK (2015). PGC in Vocational Education, Greek National Organization for the Certification of Qualifications and Vocational Guidance, Greece (2018). MSc in Innovation & Entrepreneurship, University of Thessaly, Greece (2022). PhD candidate in Tourism Development in the Metaverse, University of Thessaly, Greece (exp.2027).

Krenzer, Philippe
Visiting Professor

He started at Les Roches in 2007. Diplôme Supérieur en Hôtellerie Restauration, Ecole Hôtelière de Lausanne, Switzerland, (1987). MS, HEC Paris / Oxford University, France, (2005). Has managed some of the world's most beautiful hotels for 20 years. Started his consultancy compagny specialized in strategic design and team development for luxury hospitality in 2005. His clients are mostly iconic hotels around the world.

Dr. Landrum, Nancy
Visiting Professor

She started at Les Roches in 2022. BA Psychology, Marshall University, USA, (1988). MA in Clinical Psychology, Marshall University, USA, (1990). MBA, Idaho State University, USA, (1996). PhD in Business Administration and Management, New Mexico State University, USA, (2000). Nancy is also a Professor of Sustainable Business Transformation at Munich

Business School in Germany.

McMath, Nicola
Visiting Professor

She started at Les Roches in 2021. Mandarin Lecturer.

Dr. Morange, Julien
Visiting Professor

He started at Les Roches in 2022. MBA, KEDGE Business School, Shanghai Jiaotong University, France and China, (2011). Master in Management Research, KEDGE Business School, Hong Kong Polytechnic University, France and Hong Kong, (2016). Doctorate in Business Administration, KEDGE Business School, Hong Kong Polytechnic University, France and Hong Kong, (2018).

Dr. Mottier, Ewa
Visiting Professor

She started at Les Roches in 2007. MSc Eng. in Telecommunication, Gdansk University of Technology, Poland, (1985). Master in Business Information Systems, University of Lausanne, Switzerland, (1996). PhD in Information Systems, University of Lausanne, Switzerland, (2009).

Papadimitriou, Pavlos
Visiting Lecturer

He started at Les Roches in 2022. MBA offered at Les Roches by Universidad Europea in Madrid (UEM), Switzerland, (2007). BSc in Marketing and Communication, Athens University of Economics and Business, Greece, (2004). Director with the Athens Office of HVS specializing in hotel valuation and financial consultancy. Member of the Royal Institution of Chartered Surveyors (MRICS) as well as a registered valuer by the Greek Ministry of Finance.

Rey, Sandy
Visiting Lecturer

She started at Les Roches in 2022.

Dr. Soreg, Krisztina
Visiting Lecturer

She started at Les Roches Marbella in 2022. She has an international background as a university lecturer, economist and business analyst from Hungary. BA in International Economy and Business, Budapest University of Technology and Economics, Hungary, (2011). MA in International Economy with academic specialization in International Economic Analysis and Business, Budapest University of Technology and Economics, Hungary, (2013). PhD in Economics and Management Sciences, University of Sopron, Hungary,

(2020).

Toitot, Frederic
Visiting Professor

He started at Les Roches in 2021. Master of Research in Business Management & Consultancy, IAE Savoie Mont Blanc, France, (2012). Master's in Hospitality Management, IAE Savoie Mont Blanc, France, (1996). He brings over 20 years' experience in Hotel Operations, Revenue Management and Leadership. Former Vice President, Global Learning & Development at Accor, he is currently the Founder and Director of Hotel Games: a company specializing in Revenue Optimization for the services industry. Frederic is also a member of the Revenue Optimization Board Region Europe for the Hospitality Sales and Marketing Association International (HSMAI).

Zwissig, Iris
Visiting Lecturer

She started at Les Roches in 2022. Bachelor in Business Administration, Fundação Getulio Vargas EAESP FGV, Brazil, (2003). Master in Marketing Management, Universidad de Barcelona, Spain, (2008). Certificate of Marketing in a Digital World, CREA INSEEC U., Switzerland, (2020). Certificate in Design for Sustainability, London College of Communication, (2022). Certificate in Sustainable Luxury Fashion, Condé Nast College, (2022), Professional Certificate in Sustainable Tourism with "Global Sustainable Tourism Council (GSTC)" (2024), and is a Fellow of the Higher Education Academy (FHEA), (2023).

B.4   Guest Speakers
Berkin, Jess
Guest Speaker for the End of Semester Project Presentation since 2023.

Professional experience:
Chief Brand Officer, Left Lane Hospitality

Chidochashe, Chola
Guest Speaker for Content Creation and Brand Management since 2023

Professional experience:
Content Marketing Manager, Talent Acquisition and Employer Brand - EMEA, Mariott Hotels International Ltd

Figueroa, Miguel Angel
Guest Speaker for UNWTO Investment since 2023.

Professional experience:
Director of Investment at UNWTO

Griffiths, Bob

Guest Speaker for Leadership Coaching since 2023

Heijligers, Hans
Guest Speaker for The Responsibility of Luxury Brands in the Sustainability Field since 2023.

Professional experience:
General Manager at the InterContinental Geneva

Hussain, Syed Assim
Guest Speaker for Entrepreneurship / Business Planning since 2023.

Professional experience:
Founder of Black SheepKurcher, Yves

Guest Speaker for Design Thinking since 2023.

Professional experience:

Former Global VP at Logitech

Mitropoulou, Marily
Guest Speaker for Google, Human Truths and Metaverse and Essential Luxuries and a Deeper Look into the Shopping Journey and The ABCDs of Awareness, Consideration, Action and Travel is back and app experiments by Google since 2022.

Professional experience:
Senior App Growth Manager, Google

Morelli, Cristiano
Guest Speaker for Big Data since 2023.

Professional experience:
Director of Sales and Marketing at Six Senses Crans Montana

Novoa, Isabel
Guest Speaker for Sustainability since 2023.

Professional experience:
ISTO

*During the academic semester other visiting faculty appointmentsmay occur.

13.
Les Roches Marbella Administration, Faculty and Staff

A. Administration

A.1   Management

Chief Executive Officer of Les Roches	Mr. Carlos Díez de la Lastra Buigues (MSc)
Academic Dean	Mr. Jon Loiti (M.Sc.)
Student Services & Operations Director	Mr. Hassan Djeebet (MBA)
Deputy Head of Les Roches Brand Marketing	Ms. Lorena López (M.Sc.)
Director of Finance and Business Development	Mr. Andrés Cardenas
Human Resources Manager	Ms. Almike Orúe
IT & Project Management Director	Mr. Juan Luis Velasco

A.2   Academic

Academic Dean	Mr. Jon Loiti (M.Sc.)
Assistant Dean of Undergraduate Program	Ms. Ana Rosa González (M.Ed.)
Assistant Dean of Graduate Programs	Mr. Raúl Castro (MA, PGCE, FHEA)
Director of Spark, Educational Technology & Faculty Development	Ms. Susana Garrido (MBA)
HE 1 & Practical Arts Coordinator	Ms. Gilda Peyregne
BSc 1 & BSc 2 Coordinator	Ms. Julia Krebs
BSc 4, BSc 5 & BSc 6 Coordinator	Ms. Teresa Serra (M.S)
DAS in International Hospitality Management, MAS in Hospitality Management with Specializations Coordinator	Ms. Rocío Montero (MBA)
DAS in Leadership & Personal Development Coordinator	Ms. Marija Nemec (M.Sc., MA)
MSc IHM Coordinator	Mr. John Ryan (MBA)
DAS MLT, MSc MMLT Coordinator	Ms. María Dolores Martos (EMBA)
EMAS IHM, EDAS IHM Coordinator	Ms. Adela Parro (MBA)
DAS in Golf Management, DAS in Cruise Line Management Coordinator	Mr. Lucio Rojas
DAS in Luxury Airline Operations	Mr. Raúl Castro
Kitchen Practical Operations Manager	Mr. Silvio Patrucco
F&B Manager	Mr. Paolo Martignago
Service Practical Operations Manager	Mr. Moeed Shah

A.3   Academic, Registry & Admissions Support

Head of Admissions & Registry Services	Ms. María Victoria Espinosa
Academic Services Officer	Ms. Emma Martínez
Academic Services Assistant	Ms. Ángela Jaime
Student Registry Assistants	Ms. María del Carmen Alcázar
	Ms. María Barrios
	Ms. Simona Vidmar
Student Engagement	Mr. Ignacio Vicuña
Head Librarian	Mr. Alberto García (M.A.)
Librarian Assistant	Ms. Ana Gloria Martínez
Admissions Manager	Ms. Virginie Martin (M.A.)

Admissions Officers

Ms. Erica Andrea Dibur

Ms. Zdenka Hostova

Ms. Nadezhda Matievich

A.4 Enrollment

International Enrollment Support Officers

Ms. Nataliya Lushchyk

Ms. Carmen Valdivia

A.5   Students Services

Student Services & Operations Director

Mr. Hassan Djeebet (MBA)

Students Affairs Manager

Ms. Mariana Macri (M.Sc.)

Student Relations - Counselling

Ms. Sandra Becerra

Student Services Assistants

Ms. Laura González

Ms. Patricia Naranjo

Students Services Officer

Ms. Yolanda Carceller

Career Development Manager

Mr. Roberto Rodríguez (M.Sc.)

Career Development Coordinators

Ms. Silke Busche

Ms. Verónica Paredes

Career Development Assistants

Ms. Marta Burgos

Ms. Astrid Lämmli

A . 6   Marketing

Director & Deputy Head of Les Roches Brand Marketing

Ms. Lorena López (M.Sc.)

Alumni and Marketing Coordinator

Ms. Kristina Gorchakovskaya

Content Creator

Mr. Pablo D'Agostino

Marketing Coordinator

Ms. Noelia Reus

A . 7   Support Services

IT Manager

Mr. Juan Luis Velasco

Student Accounts

Ms. Lilliam López

Residence Manager

Ms. Yolanda Naranjo

Residence Assistant

Ms. Lourdes Aparicio

Receptionists

Ms. Rosa Casals

Mr. Razvan Florescu

Mr. Lorenzo Juan

Ms. Julia Rodríguez

Mr. Carlos Ruiz

Mr. Juan Ruiz

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

She started at Les Roches in 2021. Master's E.L.E (Teaching Spanish as a foreign language), Granada University, Spain, (2014). Master's in Teaching English as a second language, Granada University, Spain, (2014). Graduated in English Philology by Granada University (2012).

Anrango, Galo
Chef Instructor

She started at Les Roches in 2022.

Atienza, Horacio
Lecturer

He started at Les Roches in 2018. Master's degree in Business Administration MBA, UADE Business School Finance Oriented, Argentina, (2015). Business degree in Business Administration, UADE Business School Finance Oriented, Argentina, (2004).

Baadi, Hamza
Service Instructor

He started at Les Roches in 2022.

Báez, Andrés
Lecturer

He started at Les Roches in 2020. Master in Digital Marketing, (2020). Executive in Digital Transformation, (2018). Master in CRM and eCommerce, (2003). Bachelor in Marketing, ICADE, Spain, (2000). Degree in Statistics, Complutense University, Spain, (1997).

Brooijmans, Floor
Service Instructor

She started at Les Roches in 2012. Bachelor in Business Administration, School for Hotel Management, Holland. Registerd for a Master in Event Management and Marketing Communication.

Campín, Luisa
Lecturer

She started at Les Roches in 2022. CHE. Master in Dietetics and Nutrition, Foods, and Wellness Studies, Universitat de Barcelona, Spain, (2015). Technical in Hostelry and Cuisine, Escuela Superior de Hostelería y Turismo de la Casa de Campo, Spain, (1994).

Curso Experto en Dirección de Alimentos y Bebidas.

Carracedo, Jorge
Service Instructor

He started at Les Roches in 2016.

Castro, Raúl
Assistant Dean of Graduate Programs and Senior Lecturer

He started at Les Roches in 2021. Registered for a 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).

Fernandez, Cristina
Chef Instructor

She started at Les Roches in 2019.

Garrido, Susana
Director of Spark, Educational Technology & Faculty Development and Senior Lecturer

She started at Les Roches in 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).

Gómez, Antonio
Lecturer and Rooms Division Pathway Coordinator

He started at Les Roches in 2020. Bachelor's Degree in Tourism and Travel Services Management, Universidad de Cádiz, Spain, (2004).

Gómez, José Ramón
Senior Lecturer

He started at Les Roches in 2016. Master in Law, Universidad de Alcalá (UAH), Spain. Bachelor in Law, Universidad de Alcalá (UAH), Spain. Psychology studies, Cardenal Cisneros (UCM), Spain.

González, Ana Rosa
Assistant Dean of Undergraduate Programs and Senior Lecturer

She started at Les Roches in 2015. Master in Higher Education, Major in Hospitality and Tourism, University of Málaga, Spain. Postgraduate in Hospitality Management, Les Roches Marbella, Spain. Degree in Business Administration, University of Oviedo. Degree in Economics, University of Oviedo / University of Copenhagen.

González, Antonio
Lecturer

He started at Les Roches in 2022. Hotel Real Estate Investments & Asset Management, Cornell University, USA, (2021). PGD in Hotel Management, Hotel Institute Montreux, Switzerland, (2008). HND in Leisure & Tourism, CEU Miguel de Cervantes & Oxford Brookes University. Spain, (2002).

González, Jean Pierre
Service Instructor

He started at Les Roches in 2008. Diplôme du Bacalauréat Professionnel Section Bureautique Option "A" Gestion L.E.P. Beaugrenelle, France, (1997). Registered for a Curso Experto en Dirección de Alimentos y Bebidas.

Grigorova, Tanya
Chef Instructor

She started at Les Roches in 2022. Bachelor Degree in Hospitality and Travel Management, University of Economics- Varna, Bulgaria, (2013).

Groen, Melissa
Lecturer

She started at Les Roches in 2024. Bachelor of Arts in Tourism Management, Fachhochschule des Mittelstands, Bielefeld, Germany (2017). Extensive experience in hotel management, including roles as Operations Manager at Moxy Cologne Muelheim and Moxy Cologne Bonn Airport, and Assistant Front Office Manager at InterContinental Hotel Düsseldorf.

Haddad, Marwan
F&B Assistant

He started at Les Roches in 2023. Bachelor of Business Administration, Les Roches International School of Hotel Management, (2020).

Hernandez, Raul
Chef Instructor

He started at Les Roches in 2019.

Hervás, Jaime
Lecturer

He started at Les Roches in 2020. Postgraduate Certificate in Education and Pedagogy, UJA, Spain, (1997). Degree in English Language, UJA, Spain, (1996). Associate Degree in English Translation, UWE, UK, (1994).

Krebs, Julia
Lecturer

She started at Les Roches in 2018. 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).

Lindberg, Elisabeth
Service Instructor

She started at Les Roches in 2023. International Masters in Business Administration, Fundesem Business School, Spain, (2021). BBA in Hospitality Management, Les Roches Marbella, Spain, (2017).

Loiti, Jon
Academic Dean and Senior Lecturer

He started at Les Roches in 2008. CHE. Registered for a DBA, University AIU, USA. Diploma in Business Administration, Mondragon University, Spain, (2002). Master's Degree in Human Resources Management, Napier University, Scotland, (2007). Certified in diverse talent and leadership development tools such as (MBTI, FIRO-B, TKI, EJI or 16 PF).

López-Argüeta, Ángel
Lecturer

He started at Les Roches in 2019. Master's in Secondary Education Teaching, Professional Training & Languages, UCAM, Spain, (2017). Master International in Coaching & Business, EUNCE, (2015), Diploma in

Business & Tourism, UNED, Spain, (2007).

López, Julio
Lecturer

He started at Les Roches in 2018. Cuisine Diplome, Le Cordon Bleu, UK, (2012). Master in Education, Universidad Europea del Atlántico Funiber, Spain, (2020). 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).

Martos, María Dolores
Lecturer

She started at Les Roches in 2019. MBA in Luxury Management from Luxonomy (2020).Executive MBA from IE Business School, Madrid (2016). Master's in Fashion Design from Instituto Europeo di Design, Madrid (2018). Bachelor's Degree in Business Administration, Alfonso X El Sabio (2009).

Jose Manzanedo
Lecturer

He started at Les Roches in 2025.

Merino, Miguel
Service Instructor

He started at Les Roches in 2013. Didactical Methodology Teaching, (2011). Hospitality & Front of House Management, Escuela de Hostelería de Málaga "La Consula", Spain, (2001). Sommelier, Escuela Española de Cata, "School European Sommeliers", Spain, (2015).

Millan, Juan Luis
Chef Instructor

He started at Les Roches in 2018.

Miller, Steve
Lecturer and English & Modern Languages Pathway Coordinator

He started at Les Roches in 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.

Montero, Rocío
Senior Lecturer

She started at Les Roches in 2013. CHE. Master in Business Administration, University of Liverpool, UK,

(2018). Bachelor of Arts Degree in English, University of Sevilla, Spain, (2000). Certification in Revenue Management, Cornell University, USA, (2005).

Nemec, Marija
Lecturer

She started at Les Roches in 2023. Executive Master of Leadership, Coaching and Emotional Intelligence, EAE Business School Madrid, Spain (2022). Master's in Management, Project Management, University of Belgrade, Faculty of Organizational Sciences Belgrade, Serbia (2015). BA in English Language, Literature and Culture, University of Belgrade, Serbia (2013).

Parro, Adela
Lecturer

She started at Les Roches in 2020. MBA, Uniactiva, Spain, (2011). Diploma in Tourism, EUSA, Spain, (1999). Middle Degree in Music, Escuela Superior de Música, Spain, (1997).

Patrucco, Silvio
Lecturer and Head Chef

He started at Les Roches in 2006. CHE. Graduated in Gourmet Cooking and Catering. International Training College, South Africa, (1996). Laureate Certificate Program in Teaching in higher education (2012-2013). Laureate Certificate in Online, Hybrid and Blended Education (2014-2015).

Peñafiel, Miguel Ángel
Chef Instructor

He started at Les Roches in 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).

Pérez, Alejandro
He started in Les Roches in 2024. Graduate Certificate in Hospitality Management, Rosen College of Hospitality Management., University of Central Florida (2009). Postgraduate course in Education (C.A.P.), University of Málaga (2006). Degree in Public Relations and Advertisement, University of Málaga (2005).

Perez, Jorge
Chef Instructor

He started at Les Roches in 2019.

Peyregne, Gilda
Lecturer and Food & Beverage Pathway Coordinator

She started at Les Roches in 2001. CHE. Bachelor's Degree in Business Administration (Hospitality), Les Roches Bluche, Switzerland, (2000). Registered for a Curso Experto en dirección de Alimentos y Bebidas.

Portillo, Ana
Lecturer

She started at Les Roches in 2015. Accredited examiner, Instituto Cervantes DELE A1-A2 (2016). Master's in Professional Promotion in International Organizations, Universidad de Granada, Spain, (2012). Degree in English Translation and Interpretation, Universidad de Granada, Spain, (2011). Diploma in Tourism, Universidad de Granada, Spain, (2006).

Portero, Daniel
Chef Instructor

He started at Les Roches in 2015. Registered for a Master in Vegetarian Nutrition, Funiber. Diploma in Spanish Gastronomical Culture, Escuela Superior de Hostelería de Sevilla, Spain, (2015). Gastronomic Administrator, Universidad Tecnológica Equinoccial, Ecuador, (2007).

Rojas, Lucio M.
Lecturer

He started at Les Roches in 2018. Bachelor's Degree in Hospitality Management, University of Belgrano, Argentina, (2012).

Dr. Ryan, John
Senior Lecturer

He started at Les Roches in 2010. MBA, Trinity College, Ireland, (1999). BSc. In Management, Trinity College, Ireland, (1995). Higher Dìploma in Hotel and Catering Management, Dublin College of Catering, Ireland, (1995).

Salas, Raquel
Lecturer

She started at Les Roches in 2004. CHE. Law Studies, Malaga University, Spain, (1990).

Santín, Carlos
Lecturer

He started at Les Roches in 2018. Master's in Digital Marketing, ESIC Business & Marketing School (2014). MSc in Marketing, London College of Communication, UK, (2003). BA Honours Marketing and Advertising, London College of Communication, UK, (2002).

Schapmann, Ralf
Chef Instructor

She started at Les Roches in 2010. Staatlich geprüfter Küchenmeister (Master Craftsman's Diploma in Kitchen) (IHK), Germany, (2004). Zertificat zur Ausbildungseignungprüfung, IHK, Germany, (2004).

Serra, Teresa
Senior Lecturer

She started at Les Roches in 2003. CHE. American Hotel and Lodging Educational Institute, (2004). Doctoral studies, Malaga University, Spain, (1998). Postgraduate certificate in Education, Complutense University of Madrid, Spain, (2005). Master's Degree in Economics, Complutense University of Madrid, Spain, (1992). Bachelor's Degree in Economics, Complutense University of Madrid, Spain, (1992).

Shah, Moeed
Service Instructor

He started at Les Roches in 2001. CHE. Bachelor's Degree in Commerce, University of Karachi, Pakistan, (1997). Diploma in Hotel Management, Les Roches Marbella, Spain, (1999).

Dr. Soreg, Krisztina
Assistant Professor and the General Education Pathway Coordinator

She started at Les Roches in 2022. BA in International Economy and Business, Budapest University of Technology and Economics, Hungary, (2011). MA in International Economy with academic specialization in International Economic Analysis and Business, Budapest University of Technology and Economics, Hungary, (2013). PhD in Economics and Management Sciences, University of Sopron, Hungary, (2020).

Souta**, Constança**
Lecturer

She started at Les Roches in 2022. Bachelor's Degree in Tourism Enterprise Management, Escola Superior de Hotelaria e Turismo do Estoril, Portugal, (2013).

Suarez, Raul
Chef Instructor

He started at Les Roches in 2019.

Vlad, Ekaterina
Senior Lecturer and Marketing Pathway Coordinator

She started at Les Roches in 2017. CHE. Master of

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

Dr. Vlad, Marius
Senior Lecturer and Academic Research Responsible

He started at Les Roches in 2016. CHE. Master Degree in Business Administration, Hotel & Tourism Management Institute, Switzerland, (2011). Postgraduate Diploma in International Hotel & Tourism Management, Hotel & Tourism Management Institute, Switzerland, (2009). Human & Economical Geography, National College of Bucharest, Romania, (2008).

Waschbusch, Paola
Lecturer

She started at Les Roches in 2020. Postgraduate Degree Corporate Social Responsibility, Escuela de Negocios Europea de Barcelona, Spain, (2022). Coaching y PNL specialization, Escuela de Negocios Europea de Barcelona, Spain, (2022). Master's Degree in Business Administration, Instituto Europeo de Posgrado, Spain, (2022). Master's Degree in Hotel Management and Tourism, Universidad Isabel I, Spain, (2020).

Dr. Wedrovska, Dorota
Lecturer

She started at Les Roches in 2023.

Ximénez, José Luis
Lecturer

He started at Les Roches in 2025.

Zea, Carlos
Senior Lecturer

He started at Les Roches in 2005. CHE. MBA in Marketing Management, University of Houston, USA, (1993). BBA Villanova University PA, USA, (1988).

B.2   Visiting Lecturer
Dr. Bakri, Ahmed
Visiting Lecturer

He started at Les Roches in 2022. PhD in Accountancy and Business Finance, University of Dundee, Scotland, (2018). MSc in International Finance, University of Dundee, Scotland, (2009). BS in Banking and Finance, Lebanese International University, Lebanon, (2007).

Borges, Cristina
Visiting Lecturer

She started at Les Roches in 2023.

Calvo, Juan José
Visiting Lecturer

He started at Les Roches in 2023.

Christochowitz, Sylvia
Visiting Lecturer

She started at Les Roches in 2017. Modern Languages & Business Administration, Connecticut State University, USA. University of Kassel, Germany, (1989).

Debbard, Anne
Visiting Lecturer

She started at Les Roches in 2023.

Dr. Fenández De Caveda, María Eugenia
Visiting Lecturer

She started at Les Roches in 2024. Doctorate in Sustainability, AIU (2023). Master in Spa, Health and Wellness Management, Wellness Spain Academy Consulting (2019). Diploma in Hotel Management, London Hotel School, London (1999). Master in Tax Management, Colegio de Economistas de Asturias (1996). Bachelor in Economics, University of Oviedo (1993).

Dr. Ferreirós, Pablo
Visiting Lecturer

He started at Les Roches in 2022. PhD Neuromarketing, Universidad CEU Cardenal Herrera, Spain, (2017). International MBA, Helsinki School of Economics, Finland, (2008). MBA, Fundesem Business School, Spain, (2007). Degree in Advertising and PR, Universidad de Alicante, Spain, (2006).

Dr. Gómez, Jonathan
Visiting Lecturer

He started at Les Roches in 2011. PhD in Tourism Management, Universidad Rey Juan Carlos, Spain, (2020). Master's Degree in International Relations, The London School of Economics and Political Science, UK, (2017). Master's Degree in Communications, PR & Sales Management, EUDE Business School, Spain, (2007). Master's Degree in Event Management for Tourism, Universidad Europea de Madrid, Spain, (2005). Master's Degree in Tourism Destinations Management & Consulting, Universidad Las Palmas de Gran Canaria, Spain. Universidad de Leon, Spain, (2004). Bachelor

Diploma in International Tourism Management. Universidad Rey Juan Carlos, Spain, (2002).

Hilger, Stefanie
Visiting Lecturer

She started at Les Roches in 2022. Certified Hypnotherapy Coach, Alexander Hartmann, System 23, (2017). Certified ID37 Master, (2017). Certified Reiss Profile Master, (2009). Psychologist Degreed, Study of Psychology, Johann-Wolfgang-Goethe Universität Frankfurt, Germany, (2007).

López, Rosa
Visiting Lecturer

She started at Les Roches in 2022. Member of the Register of Economists Auditors of the General Council of Economists Associations of Spain, (AUDITIR). Certificate of Pedagogical Aptitude (CAP), Ministry of Education and Science, University of Almería, Spain, (1996). Technical Real Estate Expert Degree (ETI), Ministry of Labor and Social Security, Spain, (1995). Degree in Economics and Business Administration, University of Granada, Spain, (1994). Diploma in Business Sciences, University of Granada, Spain, (1991).

Dr. Millán, David
Visiting Lecturer

He started at Les Roches in 2024. International PhD, Polytechnic University of Valencia, Spain (2017). International MBA, IE Business School, Spain (2007). Science Engineer, Polytechnic University of Valencia, Spain (2002).

Moreno, Daniel.
Visiting Lecturer

He started at Les Roches in 2024.

Moya, Antonio
Visiting Lecturer

He started at Les Roches in 2022. MBA, Instituto de Empresa, Spain, (2004). Master in Marketing, University of Navarra, Spain, (2000). Economics, University of Navarra, Spain, (2000). CFA candidate.

Ojeda, José
Visiting Lecturer

He started at Les Roches in 2011. Doctoral Studies, Malaga University, Spain, (2010). Master's Degree studies in Bioclimatic Architecture and Intelligent Buildings, ANAVIF, (2000). Bachelor in Architecture, Escuela Técnica Superior, Universidad de Sevilla, Spain, (2000).

Dr. Otamendi, Ainhoa
Visiting Professor

She started at Les Roches in 2013. PhD in Psychology, University of Malaga, Spain, (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, Spain, (2002). Specialist Diploma in ICT implementation for HR management in SMEs, Complutense University of Madrid, Spain, (2010). Postgraduate Diploma in e-Learning Management, Open University of Catalonia, Spain, (2007). Bachelor in Psychology, University of Malaga, Spain, (1998).

Padrón, Fernando
Visiting Lecturer

He started at Les Roches in 2024.

Reviriego, Javier
Visiting Lecturer

He started at Les Roches in 2024.

Rezola, Eugenio
Visiting Lecturer

He started at Les Roches in

Dr. Rodríguez, Roberto
Lecturer

He started at Les Roches in 2009. Registered for a PhD in Business Administration (Sustainability in Hotels), Universitat Jaume I, Spain. MSc in Sustainability and Corporate Social Responsibility, Universitat Jaume I, Spain, (2013). BSc in Tourism, Universidad de Murcia, Spain, (2011). Postgraduate Course PCO, Professional Congress Organizer, Fundacion Forja XXI Junta de Andalucía, Spain. Diploma in Business and Tourist Activities Administration, Universidad de Cádiz, Spain, (1994). American Hotel & Lodging Educational Institute, (2010). Certificate in Congress Management, Fundación Forja XXI, Spain (1994).

Sánchez, Gonzalo
Visiting Lecturer

He started at Les Roches in 2023. Bachelor's Degree in Business Management. Master in Professional Golf Management, PGA of America, Coastal Carolina University, USA (2012).

Tenza, Dámaris
Visiting Lecturer

She started at Les Roches in 2022. Master in

Holistic Psychology and Coaching, Esneca, (2020). Postgraduate Diploma in Hotel Management, Les Roches International School of Hotel Management, (2010). Executive Master in Business Administration, European University of Madrid, Spain, (2007). Psychotherapy Gestalt, École Parisienne De Gestalt (ongoing). Professional Coach (PCC Certified), Coaching Ways ICF (2021). Integrated Marketing 360 Executive Program, Cornell University, USA, (2020). Trainer of Trainers, University of Málaga, Spain, (2010).

Tiso, Michael Aaron
Lecturer

He started at Les Roches in 2023. Phd candidate: Work Labour Insertion for People with Impairments in Hospitality Industry, Universidad de Loyola, Spain. Master in HR Digitalization, Il Sole 24 ore Business School (2018). BBA, major in HR, Les Roches Marbella, Global Hospitality Education, Spain, (2014).

van Hulsentop, Daphne
Visiting Lecturer

She started in Les Roches in 2024.

Villanueva, Elena
Visiting Lecturer

She started at Les Roches in 2024. Master's Degree in Human Resources, University d'Angers (2001).

Widen, Anders
Visiting Lecturer

He started at Les Roches in 2022. MBA International Business, Stockholm School of Economics, Sweden, (1979). B.Sc. Industrial Engineering, Chalmers University of Technology, Sweden, (1976). Officer, Swedish Airforce Academy, Sweden, (1972).

B.3   Guest Speakers
Backburne, Ioannis
Guest speaker in Marketing 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

Cabada, Nayelli
Guest speaker in Human Resources since 2020.

Specialization in Labour Advice, Certificated, Escuela de Negocios y Dirección, Spain, (2020). Master Business Management, Instituto Tecnológico de Estudios Superiores de Monterrey, Mexico, (2013). International Affairs, Universidad Nacional Autónoma de México, Mexico, (2003).

Professional experience:
Human Resources Specialist, Westin La Quinta Golf, Resort & Spa.

Director of Operations, Sur7 Consulting.

Director of Human Resources, Sheraton México City, María Isabel Hotel.

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, Spain. B.Sc. in Sport Sciences (INEF) Polytechnic University of Madrid, Spain. Teaching qualification course (CAP) "Complutense" University of Madrid, Spain (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.

Morten, Max
Guest speaker in Customer Services Experience since 2016.

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

Pareja, Federico
Guest speaker in Marketing Research since 2016.

Master in Arts in Advertising, WEST Herts College, England, (2001). Business Management CESA (1999). Diplome de la Langue et de Civilisation Francaises, Sorbonne, France, (1997). Bachelor in Sciences, Anglo Colombian School, Colombia, (1994).

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

Parriego, Patricia
Guest speaker in Online Marketing since 2016.

Law degree and Economic Studies (E-1) Universidad Pontificia de Comillas – ICADE, Spain. Master in Fashion and Luxury Brand Management Brand Management Instituto Marangoni, Italy.

Professional experience: Luxurycomm. Partner Branded Content Specialist

Advisory Services ERNST & YOUNG Senior Manager in Strategic and Advisory.

Romatet, Grègoire
Guest speaker in Crisis Management since 2014.

International Relation & Crisis Management, Insitute for Political Sciences, France, (2014). Peace Studies Department, University of Bradford, UK, (2012).

Professional experience: Consultant, Layer Cake

Romero, Soraya
Guest speaker in Sustainability since 2022.

Utrera, Pedro J.
Guest speaker 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, USA, (1995).

Professional experience:

Moët Hennessy – Louis Vuitton: Communications Director Saatchi & Saatchi: Director of Press and PR Dpt. RM Comunicación Integral: Accounts Executive

14.
Abu Dhabi Hospitality Academy – Les Roches, Faculty and Staff

A. Administration

A.1 Management

Chief Executive Officer of Les Roches	Mr. Carlos Díez de la Lastra Buigues (MSc)
Managing Director	Ms. Georgette Davey
Academic Dean	Professor Scott Richardson (PhD)
Director of Quality Assurance and Institutional Effectiveness	Ms. Sheelagh Wallace
Director of Marketing & Enrolment	Ms. Daiane Lagger
Director of Finance	Ms. Dhalal Al Ali
Human Resources Manager	Mr. Sajid Al Qawasmeh
Chief Engineer	Mr. Vaibhav Solanki
IT & Project Management Director	Mr. Hugo Pereira

A.2 Academic

Academic Dean	Professor Scott Richardson (PhD)
Assistant Dean – Academic Programs	Professor Nicholas Thomas (PhD)
Assistant Dean – Research and Innovation	Associate Professor Edmund Goh
Head of Practical Arts	TBA
Food and Beverage Instructor	Ms. Sarah Belanger
Rooms Division Instructor	Mr. Zaid Rouby

A.3 Academic, Registry & Admissions Support

Registry and Admissions Officer	Ms. Maureen Ferre
Librarian and Student Support Officer	Ms. Marwa Hussien

A.4 Enrollment

Director of Marketing & Enrollment	Ms. Daiane Lagger

A.5 Students Services

Student Services Manager	TBA
Student Relations - Counselling	The LightHouse Arabia
Students Services Officer	Ms. Samar Al Suwadeh
Career Development Manager	Ms. Nirvana Govender

A.6 Marketing

Director of Marketing & Enrollment	Ms. Daiane Lagger
Digital Marketing Assistant	Ms. Asma Alafeefi

A.6 Support Services

IT Officer	Ms. Haifa Othman
Student Concierge	Ms. Amira Almessabi

Executive Assistant	Ms. Iman Almarzooqi
Food and Beverage Coordinator	Mr. Abdul Rehimane Musthafa
HR Officer	Ms. Rowdha Aldhaheri
PRO – Visa Services	Mr. Abdulrhman Altoum
Procurement Officer	Mr. Harold Yadao
Finance Officer	Ms. Aaesha Al Naqbi

B. Faculty

The faculty at Abu Dhabi Hospitality Academy - Les Roches teach in their own particular area of expertise. At the time of printing the majority of faculty are currently being recruited.

Dr. Richardson, Scott
Academic Dean and Professor

He started at Les Roches in 2024. Bachelor of Business, Griffith University, Australia, (2003). Bachelor of Hotel Management (Hons), Griffith University, Australia, (2004). Master's Degree in International Hospitality and Tourism Management, Griffith University, Australia, (2005). Doctor of Philosophy (PhD), Griffith University, Australia, (2009).

Dr. Thomas, Nicholas
Program Director and Professor

He started at Les Roches in 2024. BSc in Hotel Administration, University of Nevada, USA, (2002). MHA in Hospitality Administration, University of Nevada, USA, (2006). Doctor of Philosophy in Hospitality Administration (PhD), University of Nevada, USA, (2010). Certification in Hotel Industry Analytics (CHIA), American Hotel and Lodging Association Education Institute, (2018), Teaching and Learning Certificate Program (TLCP), DePaul University, (2012).

Dr. Goh, Edmund
Assistant Dean – Research and Innovation

He started at Les Roches in 2025. Bachelor of Commerce, Advertising and Marketing, Curtin University, Australia, (2002). Master of Commerce, Marketing and International Business, University of Sydney, Australia, (2005). Master of Research, Marketing, University of Wollongong, Australia, (2007). Doctor of Philosophy (PhD), University of Queensland, Australia, (2015).

The Swiss Accreditation Council (SAC) has awarded Les Roches the status of University of Applied Sciences Institute. This significant accomplishment elevates the institute's academic standing both in Switzerland and internationally.

Accredited by the New England Commission of Higher Education (NECHE)

Member of AACSB International

Affiliate member of the United Nations World Tourism Organization (UNWTO)

Member of the Council on Hotel Restaurant and Institutional Education (CHRIE) and EUROCHRIE (Europe)

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