

Les Roches Crans-Montana

# Academic Catalog



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**Academic courses**

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

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**Les Roches accreditation**

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

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



**New England Commission of Higher Education**

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# 1. A warm welcome to the world of hospitality

When we approach the world of hospitality as professionals, we are often not aware that we are becoming part of one of the most important professional sectors in the world. Following, perhaps, only the public sector, the hospitality industry is the professional area with the greatest capacity to generate employment worldwide as it represents 10% of global GDP, 10% of global employment and more. Hospitality is not just about doing business; hospitality is an attitude, a state of mind, the art of service, the willingness to please and to take care of one another. A "new hospitality" will emerge from the COVID crisis with growth expectations worldwide, according to the data from the UNWTO. The data, which is really promising, points towards a hospitality that combines sustainability, respect for local communities and the environment, global growth and the ability to provide access to leisure and tourism. This "new hospitality" must be invented. This is our challenge and our commitment to the next generation.

The aim of Les Roches is to continue to stand out as one of the main sources of managerial talent worldwide, in the training of professionals specialized in business management and development, where the differential value lies in experience and excellent customer service. Our goal is to satisfy the demand of the leading hospitality and luxury services companies worldwide. We develop people and managers who transform the world through their example of personal and professional leadership and human quality. We cultivate leaders who, in addition to their excellence in hospitality, have a differential point, which is, their creativity and their eagerness to explore new opportunities for hospitality through open source innovation.

Les Roches, as one of the most important and recognized training centers in the world, within the hospitality and luxury sector, has grown from the conviction of some hallmarks that make it unique and highly appreciated by the main companies in the sector. It combines the power and excellence of the traditional Swiss model in the training of professionals with the ability to interact and lead teams in customer service businesses in the luxury sector. This is in combination with being highlighted as the most advanced center in the development of skills related to innovation, technology, and entrepreneurship in the hospitality sector. Our SPARK project already stands out worldwide in this sense and includes some of the most promising companies and projects, offering our students an ecosystem that prepares them to be especially well-prepared for the future challenges of the sector.

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

Our academic programs develop business management skills, leadership skills, general knowledge, intrapersonal and interpersonal skills. These skills are developed through experiential learning (learning by doing), individual and collaborative group work, entrepreneurial and digital projects, and essays. Thanks to the COVID situation, we have fine-tuned our learning approach and reinforced the importance of training in skills related to leadership in environments of uncertainty and crisis management. Our emphasis on these skills contribute to our world-renowned ability to train leaders who stand out in the leadership of high-performance teams and excellent customer service. Our excellent teachers, recruited from all over the world, support student development and encourage them to unlock their full potential.

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

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

We look forward to welcoming you to Les Roches.



Mr. Carlos Diez de la Lastra Buigues, Chief Executive Officer of Les Roches



## 2. History of ‘Ecole des Roches’

1954

### **Les Roches International School**

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

1979

### **Les Roches Hotel and Tourism School**

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

1985

### **Les Roches destroyed by fire**

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

1995

### **Les Roches Marbella opens in Spain**

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

2000

### **Sylvan Learning Systems, currently Laureate Education Inc.**

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

2004

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

Les Roches partnered with Jin Jiang, the largest hotel management school in China, to open a campus in Shanghai. It’s located in one of the world’s fastest-growing countries and its purpose-built hotel school complex made LRJJ a highly desirable place of study. In 2023 we stopped the partnership.

2005

### **New accreditation**

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

2006

### **Campus growth**

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

2007

### **New facilities, new name and new recognition**

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

2009

### **Renovations**

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

## 2010

### A year of big news

Achieved NEASC accreditation for its own MBA program: Les Roches MBA in Hospitality Management with specializations in Finance or Marketing. **2011**

### New restaurant and sports bar

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

## 2012

### World record

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

## 2013

### Map of the world

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

## 2014

### New global courses and a new Market Place

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

## 2016

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

- Sommet Education is founded to manage the portfolio of hospitality schools, which includes Les Roches and Glion Institute of Higher Education.
- Sommet Education and all the branch and affiliated campuses are acquired by Eurazeo, one of the leading investment companies in Europe. Following the acquisition institutions Glion and Les Roches serve students from more than 100 countries, preparing them to be immediately effective in their professions – wherever in the world these may be – while delivering exceptional consumer experiences. For more information, visit [www.sommet-education.com](http://www.sommet-education.com).

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

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

## 2018

### Opening of facilities to the public

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

## 2020

### New Master's Degree and Innovation

- Les Roches launched a Master's in Hospitality Strategy and Digital Transformation which is approved by the State (Canton) of Valais. It's the first of its kind in the world – is designed to make you ready to seize these opportunities to shape the hospitality industry of tomorrow.
- Through Spark, we Inspire our students with expert insights from faculty, alumni and guest speakers, alongside cutting-edge technologies they can reach out and touch. With our industry partners we Ignite students' creativity and entrepreneurial instincts, as we invite them to develop and test new hospitality solutions in living laboratories. And on our campuses we Incubate disruptive ideas and businesses developed by students as well as those we invite from the wider start-up ecosystem.

## 2022

### New Executive MBA

- Les Roches will launch an Executive MBA in October
- New BBA specialization in Sustainable Developments and Practices

## Today

### **Ready for the future**

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

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

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

We're proud to announce that after being assessed across at least eight categories and according to dozens of set indicators based on global standards and best practices, Les Roches has achieved 5 Stars overall (Excellent) in the QS Stars higher education rating system.

### 3.

## Statement of general purposes

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

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

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

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

## 4.

# Vision and mission

### A. Les Roches' overarching vision and mission

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

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

### B. Campus mission

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

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

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

### C. Graduate school mission

Building upon the institutional mission, the Graduate School develops international students who have an Undergraduate Degree, are in mid-career or who are seeking to make an important career change by providing them with an education that is both

academically rigorous and has hospitality operations at its core. Our culturally and academically diverse faculty fosters a learning culture that is focused on the quality of teaching and learning through its engagement in applied research and scholarly pursuits which are designed to develop future leaders for a volatile environment. We ensure this through the development of transferable skills, a high level of scholarship and intellectual honesty. We endeavor to create a spirit of enquiry and lifelong learning in our graduates by encouraging their commitment to excellence and the development of sustainable business practices.

### D. General education program mission

The general education program embodies Les Roches' vision of an educated hospitality graduate. 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.

# 5.

## Affiliation, accreditation, recognition and memberships

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

### A. New England Commission of Higher Education (NECHE)

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

Definition of NECHE's role and mission:

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

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

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

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

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

### B. State (Canton) of Valais Department of Education

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

### C. Other recognition / memberships

The following agencies recognize the school:

- Association to Advance Collegiate Schools of Business (AACSB)
- Association of Directors of Hotel Schools (EUHOFA)
- Association of Slow Food (Roots)
- Council on Hotel Restaurant and Institutional Education (CHRIE - USA) and EUROCHRIE (Europe)
- European Council on International Schools (ECIS)
- UN World Tourism Organization

# 6.

## Entry requirements

### A. Undergraduate programs

#### A.1 Entry requirements

- Bachelor of Business Administration in Global Hospitality Management
- Diploma in International Hotel Management<sup>1</sup>
- 1. Min 17.5 years old or above at the entry date.
- 2. Holding an accredited Secondary Education Diploma (Senior High School level - please refer to the list of qualifications)
- 3. Proficient in English for Higher Education studies<sup>2</sup>

#### NB:

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

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

1. A copy of academic credentials (Senior High School Diploma or leaving certificate, final official transcript for the full Senior High School cycle or equivalent level). The school accepts documents in English, or one of the Swiss national languages, i.e. French, German and Italian. If not, an official notarized translation in English will be required.
2. A completed application form with all pertinent attachments and an application fee of 275.- CHF
3. Resume (CV): including up-to-date personal profile, academic qualifications, languages spoken, work experience, extra-curricular activities, travel and leadership qualities.
4. English language exam scores (issued in the last 12 months): required for non-native speakers, or

those who have not spent the last two years in full time English education prior to intake.

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

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

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

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

1. Not recognized by Canton of Valais

2. 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 (list not exhaustive) permitting entry to the Bachelor Program

- Abitur
- Attestat (Certificate of Secondary - Complete - General Education)
- Baccalauréat
- Bachillerato
- Belgian Certificat D'Enseignement Secondaire Supérieur/ Diploma van secundair onderwijs
- Dutch VWO (Wet op het Wetenschappelijk Onderwijs)/ HAVO (Hoger Algemeen Voortzset Onderwijs)
- Greek Apolytirion
- High School Diploma (Excluding Vocational High School)
- IB Diploma (min 24 points)
- Maturité/ Maturità
- New Zealand National Certificate of Educational Achievement (NCEA) Level 3
- UK - A-levels studied and passed after a successful completion of minimum six IGCSE levels (O'level) or equivalent
- US High School Diploma (if GED, min 180 points in all four areas)
- Swedish Högskoleförberedande Examen

## C. Graduate programs

### C.1 Entry requirements

#### C.1.1 Postgraduate Diploma

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

#### C.1.2 Professional Development Diploma (PDD)<sup>2</sup>

1. Minimum 21 years old and above
2. Senior High School Diploma and transcript, or equivalent, plus any evidences from tertiary or continuous education such as Associate Degree, Higher Diploma, Professional Advancement certificate etc. if there is any; minimum 3 years of work experience in business or hospitality fields, preferably with position at managerial or executive level (work certificates required).

3. Proficient in English for Higher Education studies.<sup>1</sup>

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

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

#### C.1.4 MBA in Global Hospitality Management

1. Minimum 23 years old and above
2. Holding an accredited Bachelor Degree with a minimum of 2 years of professional experience.
3. Proficient in English for Higher Education studies.<sup>1</sup>

#### C.1.5 Executive MBA (EMBA)

1. Minimum 28 years old and above
2. Holding an accredited Bachelor Degree with a minimum of 8 years of professional experience.
3. English Entry requirements  
One of the following requirements will apply:
  - To be assessed during the entry interview or
  - Pass our Internal English test or
  - IELTS 6.0 or
  - Having spent at least 2 years working in a company where English is the primary language.

#### NB:

- The major of the Bachelor Degree (understandably not applicable to candidates for the Professional Development Diploma program) is preferably Hospitality, Tourism and/ or Business Management in nature.
- A candidate without hospitality professional experience will be required to attend and complete the Hospitality Immersion Program before officially starting the program.
- Upon successful completion of the Post Graduate Diploma in International Hospitality Management program, a student can proceed into the second semester of the Master of Business Administration in Global Hospitality program on condition that he/ she meets the MBA entry requirements. (i.e. age, work experience, etc.).
- Please refer to section E for English Language requirements respectively.

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.

2. Not recognized by Canton of Valais



### C.2 Required documentation for a duly completed application

1. A copy of academic credentials (Degree, final official transcript for the full degree program). The school accepts documents in English, or one of the Swiss national languages, i.e. French, German and Italian. If not, an official notarized translation in English will be required.
2. A completed application form with all pertinent attachments and an application fee of 275.- CHF
3. Resume (CV): including up-to-date personal profile, academic qualifications, languages spoken, work experience, extra-curricular activities, travel and leadership qualities.
4. English language exam scores (issued in the last 12 months)<sup>1</sup>.
5. Study/ Post-Study Plan: A 300-word essay, signed and dated, highlighting experiences, leadership, areas of development, and future aspirations for a career in the hospitality industry, and why the candidate wants to study with Les Roches.
6. Post-Study Statement (for Non-EU citizens): A signed and dated document confirming that the

candidate guarantees to leave Switzerland at the end of the study.

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

### D. Intensive Hospitality English Language Program (IHELP)

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

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

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.

## E. English Language Equivalency Table

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

<b>Programs</b>	<b>TOEFL</b> First grade being the paper based / second the internet based. The Les Roches TOEFL testing code number is 9827. Please mention this code number when you register for a test.	<b>IELTS</b> IELTS - has 4 subcomponents (Writing, Reading, Speaking, Listening). Each subcomponent can be 0.5 less than the required average but not lower.	<b>Cambridge FCE/ CAE</b> First Certificate Exam (FCE)- Cambridge Advanced Exam (CAE). Please also provide statement of results.
<b>IHELP6</b>	<b>Available for all programs provided that the candidate's English level is equivalent to 0.5 IELTS score below the level required by the program.</b>		
<b>BBA/ Diploma</b>	<b>525 / 70</b>	<b>Average 5.5</b>	<b>FCE: grade C (minimum 160 points)</b> <b>CAE: minimum 160 points</b>
<b>Master/ MBA/ PG Diploma/ PD Diploma</b>	<b>525 / 70</b>	<b>Average 5.5</b>	<b>FCE: grade C (minimum 160 points)</b> <b>CAE: minimum 160 points</b>
<b>Executive MBA</b>	<b>550 / 80</b>	<b>Average 6.0</b>	<b>FCE: grade A (minimum 180 points)</b> <b>CAE: grade C (minimum 180 points)</b>

## F. 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 area of services are available on campus:

- Physical and Medical support
- Counselling support
- Academic learning support

### F.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 school supporting staff, who will provide advice on the acceptance eligibility.

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

### F.2 Counselling support

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

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

### F.3 Academic Learning support

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

confidentially.

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

- Regular meeting for developing planning, time management and stress-coping techniques.
- Alternative exam venue
- Extra time in written 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 school's supporting staff individually. It is to be understood that the level of support may not be equal or stronger than what the students may have experienced in their earlier schooling system.

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

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

## G. Progression process

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

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

# 7. Calendars

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

# 8.

## Academic programs

### A. Bachelor of Business Administration in Global Hospitality Management

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

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

The final 2 semesters of study develop strategic and management skills that are both relevant to the industrial setting in which students are destined to work and are a prerequisite for possible postgraduate studies at a later date. There are **124** credits or **127** credits for Honors Degree in the full 3.5 year program. Three separate specializations/ awards are offered to students to allow them to develop areas of special interest.

#### A.1 Program objectives

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

#### Learning outcomes

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.

**A.2 Program content**

## Semester 1

Course No.	Course Name	Credits
<b>Innovation, Entrepreneurship and Communication</b>		
ENT 1333	Introduction to Hospitality and Entrepreneurship	2
ENT 1334	Entrepreneurial Project	2
FBP 1301	The World of Oenology	1
FIN 1371	Numerical Skills for the Hospitality Professional	1
GEN 1331	Effective Communication Skills	2
<b>And 1 Elective course as required<sup>1</sup>:</b>		
GEN 1146	French 1	2
GEN 1149	German 1	2
GEN 1152	Mandarin 1	2
GEN 1153	Spanish 1	2
<b>From the Farm to the Table</b>		
FBP 1302	Fine Dining Service	2
FBP 1303	Fine Dining Kitchen	2
<b>Guest Relations and Hotel Operations</b>		
HOS 1208	Hospitality Discovery Experience	1
RDM 1326	Front Office Practical and Property Management Systems	1.5
RDM 1327	Concierge and Guest Relations	0.5
RDM 1328	Rooms Division in Hospitality	1
RDM 1329	Housekeeping Operations	1
<b>Skills and Techniques in Food and Beverage</b>		
FBP 1304	Pastry, Bakery and Chocolate Atelier	1
FBP 1313	Single Product Concept	1
FBP 1314	Catering, Banqueting and Receptions	1
FBP 1318	International Cuisine and Catering	1
FBP 1319	World of Mixology	1
FBP 1320	World of Barista	1
<b>Total credits</b>		<b>25</b>

## Semester 2 (Internship 1)

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

1. Electives courses are offered based on demand.

Semester 3

Course No.	Course Name	Credits
ENT 2140	Hospitality Innovation Project BBA 3	3
ENT 2133	Principles of Sustainability and Innovation	3
FIN 2172	Hospitality Financial Accounting	3
HRM 2179	Human Resources and Diversity in the Global Workplace	3
MKT 2182	Marketing for the Hospitality Industry	3
GEN 2134	Academic Communication Skills	3
<b>And 1 language or 1 general education elective course as required<sup>1</sup>:</b>		
GEN 2147	French 2	3
GEN 2150	German 2	3
GEN 2154	Spanish 2	3
GEN 2161	Mandarin 1 and 2	3
Or		
GEN 2115	World of Wine and Viticulture	3
GEN 2116	A Diverse and Inclusive World	3
GEN 2117	Global Culinary History	3
GEN 2199	Fundamentals of Data Analysis and Visualization	3
<b>Total credits</b>		<b>21</b>

Semester 4

Course No.	Course Name	Credits
ENT 3140	Hospitality Innovation Project BBA 4	3
FBM 3196	Food and Beverage Management	3
HRM 3178	Leading Teams to Success	2
MKT 3184	Experiential Marketing	2
RDM 3132	Revenue and Pricing Management	3
TRM 3186	Tourism Principles and Practices	3
MM 3194	Models for Problem Solving and Decision Making	3
<b>And 1 language or 1 general education elective course as required<sup>1</sup>:</b>		
GEN 3148	French 3	2
GEN 3151	German 3	2
GEN 3156	Spanish 3	2
GEN 3162	Mandarin 2 and 3	2
Or		
GEN 3115	Sensorial Design Experiences	2
GEN 3116	The Psychological Dimensions of Wellbeing	2
GEN 3117	Advanced Communication Skills	2
GEN 3118	Blockchain and Emerging Technologies	2
<b>Total credits</b>		<b>21</b>

1. Electives courses are offered based on demand.

## Semester 5 (Internship 2)

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

## Semester 6

## All specializations

Course No.	Course Name	Credits
ENT 4140	Hospitality Innovation Project BBA 6	3
FIN 4271	Hospitality Financial Management	3
HOS 4216	Hospitality Luxury and Value Creation	1
MKT 4287	Customer Relationship Management	2
GEN 4153	Methods of Research Inquiry	3
GEN 4191	Data Analytics and Optimization	3
GEN 4299	Fundamentals of Economics	2 <sup>2</sup>
<b>And 1 language or 1 general education/ elective course as required<sup>1</sup>:</b>		
GEN 4149	French 4	2
GEN 4152	German 4	2
GEN 4158	Spanish 4	2
GEN 4160	Mandarin 4	2
Or		
GEN 4212	Advanced Visual Analytics	2
GEN 4213	Culture and Society	2
GEN 4214	Environmental Studies	2
RDM 4226	Advanced Revenue Management	2
<b>Total credits</b>		<b>19</b>

## Semester 7

## Hospitality Entrepreneurship specialization

Course No.	Course Name	Credits
ENT 5232	Innovation Practices in Hospitality and Tourism	3
ENT 5233	Legal and Ethical Considerations for Start-up Projects	3
ENT 5235	Financial Intelligence for Entrepreneurs	3
ENT 5236	Start-Up Marketing for Entrepreneurs	3
<b>Total credits for specialization</b>		<b>12</b>

1. Electives courses are offered based on demand.

2. For 2023.1 semester, a bridging course will be organized for the students who did Fundamentals of Economics, instead they will do a Revenue and Pricing Management course.



**And 2 Electives courses (1 Elective course for honors students) as required<sup>1</sup>:**

GEN 5220	Politics and International Affairs	3
GEN 5221	People, Conflict and Negotiation	3
GEN 5226	Law in the 21st Century	3
GEN 5222	The Science and Culture of Gastronomy	3
HOS 5208	Event Operations and Project Management	3
HOS 5209	Health and Wellness Management	3
<b>Total credits</b>		<b>15/18</b>

DIS 5209	Dissertation (compulsory for Honors Degree)	6
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**Total BBA credits** **124**

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**Total BBA credits with Honors Degree** **127**

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## Digital Marketing Strategies specialization

Course No.	Course Name	Credits
MKT 5282	Innovative Sales Strategies	3
MKT 5285	Marketing 5.0	3
MKT 5286	Global Strategic Marketing	3
MKT 5287	Digital Marketing and Media Engagement	3
<b>Total credits for specialization</b>		<b>12</b>

**And 2 Electives courses (1 Elective course for honors students) as required<sup>1</sup>:**

GEN 5220	Politics and International Affairs	3
GEN 5221	People, Conflict and Negotiation	3
GEN 5226	Law in the 21st Century	3
GEN 5222	The Science and Culture of Gastronomy	3
HOS 5208	Event Operations and Project Management	3
HOS 5209	Health and Wellness Management	3
<b>Total credits</b>		<b>15/18</b>

DIS 5209	Dissertation (compulsory for Honors Degree)	6
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**Total BBA credits** **124**

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**Total BBA credits with Honors Degree** **127**

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## Hotel Financial Performance Management specialization

Course No.	Course Name	Credits
FIN 5271	Performance Management	3
FIN 5272	Corporate Financial Decision Making	3
FIN 5274	Hospitality Finance Forecasting and Modeling	3
FIN 5275	Applied Investment and Hospitality Business Valuation	3
<b>Total credits for specialization</b>		<b>12</b>

**And 2 Electives courses (1 Elective course for honors students) as required<sup>1</sup>:**

GEN 5220	Politics and International Affairs	3
GEN 5221	People, Conflict and Negotiation	3
GEN 5226	Law in the 21st Century	3
GEN 5222	The Science and Culture of Gastronomy	3
HOS 5208	Event Operations and Project Management	3
HOS 5209	Health and Wellness Management	3
<b>Total credits</b>		<b>15/18</b>

DIS 5209	Dissertation (compulsory for Honors Degree)	6
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**Total BBA credits** **124**

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**Total BBA credits with Honors Degree** **127**

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Sustainable Developments and Practices specialization

Course No.	Course Name	Credits
SUS 5286	Sustainable Hospitality	3
SUS 5287	Eco Luxury and Sustainable Design	2
SUS 5288	Sustainable Tourism Development and Practices	3
SUS 5289	Corporate Governance, Social Responsibility and Ethics	2
SUS 5290	Study Trip	2
<b>Total credits for specialization</b>		<b>12</b>

**And 2 Electives courses (1 Elective course for honors students) as required<sup>1</sup>:**

GEN 5220	Politics and International Affairs	3
GEN 5221	People, Conflict and Negotiation	3
GEN 5226	Law in the 21st Century	3
GEN 5222	The Science and Culture of Gastronomy	3
HOS 5208	Event Operations and Project Management	3
HOS 5209	Health and Wellness Management	3
<b>Total credits</b>		<b>15/18</b>

DIS 5209	Dissertation (compulsory for Honors Degree)	6
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**Total BBA credits** **124**

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**Total BBA credits with Honors Degree** **127**

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1. Electives courses are offered based on demand.

## B. Hospitality Immersion Program

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

Two week program

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

## C. Postgraduate Diploma in International Hospitality Management

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

### C.1 Program objectives

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

### C.2 Program content

#### Semester 1

Course No.	Course Name	Credits
P6110	Hospitality Leadership and Change Management	3
P6011	Hospitality Finance and Performance Management	3
P6012	Hospitality Revenue Management	2
P6013	Services Marketing in a Digital Age	2
P6114	Organizational Behavior and Talent Management	1
P6020	Concept Design and Facility Management	2
P6021	International Events Management	2
P6023	Innovation Through Design and Agile Thinking	2
P6022	Business Field Trip	2
<b>Total credits</b>		<b>19</b>

#### Semester 2

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

### Learning outcomes

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

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

## D. Master's in Hospitality Strategy and Digital Transformation

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

### D.1 Program Objectives

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

- A hospitality professional who wants to accelerate his or her career by managing more effectively in the commercial disciplines, or a family hotel owner/ operator who wants to take advantage of new technologies to run his or her business better.
- A hotelier interested in a career helping hotels be more successful with companies such as Booking.com, TripAdvisor, Expedia, Trivago, MyHotelShop, Ideas (revenue management system provider), OTA Insights (competitive intelligence and data analytics vendor), and various digital transformation companies.
- An entrepreneur seeking to find his or her niche and the sweet spot created by evolving technology to contribute to the evolution of the hospitality, travel and tourism industries.

### Learning outcomes

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

1. Cultivate an environment of innovative thinking, combined with superior analytical, project management and interpersonal skills, to constantly maintain high work standards and achieve personal career goals.
2. Critically evaluate emerging and transformational technologies for strategic and profitable applications in the hospitality and related industries.
3. Design successful traditional and start-up hospitality-related business models and strategies with a solid emphasis on ethics and sustainability.
4. Develop strategies and an authentic management style to lead an organization through digital transformation, from initial idea to successful operation, while considering both the external and internal stakeholders.
5. Demonstrate a mastery of applied research, with a focus on how academic theories can be used to identify and maximize opportunities in the evolving business environment.

## D.2 Program structure

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

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

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

### Module 2: Developing Sustainable Strategies and Business Models

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

### Module 3: Leading your Organization into the Digital Transformation

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

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

Course No.	Course Name	Credits
MDT 2410	Internship or	5
MDT 2411	Capstone Project	5
<b>Total credits</b>		<b>5</b>
<b>Total credits for Master's Degree</b>		<b>36</b>

## E. MBA in Global Hospitality Management

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

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

### E.1 Program objectives

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

### E.2 Program content

Semester 1

Course No.	Course Name	Credits
M3110	Personal Development and Leadership Skills	3
M3011	Hospitality Financial Analysis	3
M3012	Hospitality Revenue and Demand Management	2
M3013	Strategic Digital Marketing and Sales in Hospitality	2
M3014	Consumer Behavior and Insights	2
M3020	Hospitality Economics and Disruptive Business Models	2
M3021	Managing Complex Organizations, Digitalization and Change Management	2
M3122	Talent Management and HR Processes	1
M3024	Destination Competitiveness and Innovation	2
<b>Total credits</b>		<b>19</b>

### Learning outcomes

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

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

Semester 2

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

Students should choose one of the two specializations:

Advanced Revenue and Performance Management

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

Hospitality Entrepreneurship and Business Development

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



## F. Executive MBA in Global Hospitality Management

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.

### F.1 Program objectives

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.

### F.2 Program content

One-week EMBA Residency: Crans-Montana

Module 1 - Embracing the Industry Transformation

Course No.	Course Name	Credits
EMBA 1001	Leadership Skills and Career Growth	2
EMBA 1002	Hospitality Economics and Disruptive Business Models	2
EMBA 1003	Strategic Digital Marketing and Sales in Hospitality	2
EMBA 1004	Sustainable Hospitality and Tourism Development	1
<b>Total credits</b>		<b>7</b>

Module 2 - Managing Critical Operations

Course No.	Course Name	Credits
EMBA 2001	Hospitality Financial Analysis	2
EMBA 2002	Hospitality Revenue and Demand Management	2
EMBA 2003	Managing Complex Organizations and Digitalization	2
<b>Total credits</b>		<b>6</b>

### 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.

One-week EMBA Residency: Dubai

Module 3 - Driving Financial Performance

Course No.	Course Name	Credits
EMBA 3001	Hotel Valuation and Performance	2
EMBA 3002	Hotel Asset Management and Contract Negotiation	2
EMBA 3003	Data Analytics and Decision Making	2
EMBA 3004	Design Thinking and Business Model Creation	1
<b>Total credits</b>		<b>7</b>

Module 4 - Leading the Strategic Journey

Course No.	Course Name	Credits
EMBA 4001	Corporate Finance and Shareholder Value	2
EMBA 4002	Business Strategies and Risk Management	2
EMBA 4003	Organizational Change Management and Innovative Practices	2
EMBA 5001	Applied Business Project	6
<b>Total credits</b>		<b>12</b>
<b>Total credits for EMBA Degree</b>		<b>32</b>

## G. Intensive Hospitality English Language Program (IHELP 6)

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

### G.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.

### G.2 Program content

Semester 1

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

### Learning outcomes

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

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

## H. General Education

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.

### H.1 Program objectives

This mission can be further expressed in these goals:

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

### H.2 Program content

Arts and Humanities

Course No.	Course Name
GEN 1331	Effective Communication Skills
GEN 1146	French 1
GEN 1149	German 1
GEN 1152	Mandarin 1
GEN 1153	Spanish 1
GEN 2116	A Diverse and Inclusive World
GEN 2117	Global Culinary History
GEN 2134	Academic Communication Skills
GEN 2147	French 2
GEN 2150	German 2
GEN 2152	Mandarin 2
GEN 2154	Spanish 2
GEN 2161	Mandarin 1 and 2
GEN 3117	Advanced Communication Skills
GEN 3148	French 3
GEN 3151	German 3
GEN 3156	Spanish 3
GEN 3159	Mandarin 3
GEN 3162	Mandarin 2 and 3

### Program learning outcomes

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

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

GEN 4149	French 4
GEN 4152	German 4
GEN 4158	Spanish 4
GEN 4160	Mandarin 4
GEN 5221	People, Conflict and Negotiation
GEN 5226	Law in the 21 <sup>st</sup> Century

MDT 2410	Internship in a Hospitality Strategy and Digital Transformation
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Les Roches reserves the right to make minor alterations in the course offerings without prior notification.

Maths, Science and Technology

Course No.	Course Name
FIN 1371	Numerical Skills for the Hospitality Professional
GEN 2199	Fundamentals of Data Analysis and Visualization
GEN 3118	Blockchain and Emerging Technologies
MM 3194	Models for Problem Solving and Decision Making
GEN 4191	Data Analytics and Optimization
GEN 4212	Advanced Visual Analytics

Social Sciences

Course No.	Course Name
GEN 2115	World of Wine and Viticulture
GEN 3115	Sensorial Design Experiences
GEN 3116	The Psychological Dimensions of Wellbeing
GEN 4153	Methods of Research Inquiry
GEN 4213	Culture and Society
GEN 4214	Environmental Studies
GEN 4299	Fundamentals of Economics
GEN 5220	Politics and International Affairs
GEN 5222	The Science and Culture of Gastronomy

Professional Development

Course No.	Course Name
INT 2208	Professional Development I (specific General Education components)
INT 2209	Reflection on Practice I (specific General Education components)
INT 5208	Professional Development II (specific General Education components)
INT 5209	Reflection on Practice II (specific General Education components)
P6030	Internship - Employer Validation, Case Study and Research

# 10.

## Course descriptions

### A. Bachelor of Business Administration in Global Hospitality Management

#### BBA 1

##### **Innovation, Entrepreneurship and Communication**

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#### **ENT 1333 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.

#### **ENT 1334 Entrepreneurial Project**

The course is an integrated project that will showcase the innovative and entrepreneurial skills of the students. With the ever-changing world of hospitality, entrepreneurship plays a key role in generating new ideas and concepts. Innovation needs also to be applied in a way that supports that as well as creates an environment of change of the current thinking. In short, the course will enable students to create new ideas and develop their creative thinking and application.

#### **FBP 1301 The World of Oenology**

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.

#### **From the Farm to the Table**

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#### **FBP 1302 Fine Dining Service**

During this one-week service rotation, students will be immersed in a real life environment at our Roots restaurant, an outlet open to external guests and offering a local, sustainable, and seasonal cuisine.

Our students will discover the behind the scenes of a fine dining establishment, they will learn about the various sequences and styles of service practiced in high end restaurants. Together, the team of students will build their knowledge of gastronomy and acquire

the necessary skills to present and describe menus and wines in an appealing manner. Through this hands-on experience, students will develop their self-confidence, improve their customer service skills and progressively be able to provide a personalised dining experience to their guests.

#### **FBP 1303 Fine Dining Kitchen**

This course will immerse students in the unique universe of a fine dining kitchen. The week focuses on local high-end products and attention to detail. During this course students will have a hands-on cooking experience in restaurant. Through this experience they will learn how to prepare recipes with ecological and seasonal products from local suppliers in an establishment open to the public. Learning will be achieved through a series of workshops as well as videos and practical exercises.

#### **Guest Relations and Hotel Operations**

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#### **HOS 1208 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 neighbouring 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 1326 Front Office Practical and Property Management Systems**

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

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

#### **RDM 1327 Concierge and Guest Relations**

The roles of the concierge and guest relations are a key component of the guest experience in hospitality. In this course students will gain an understanding of these complex and demanding roles and could experience a

real working environment, doing a practical class at the reception desk, completing tasks and interacting with internal and external clients.

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.

#### **RDM 1328 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 1329 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.

#### **Skills and Techniques in Food and Beverage**

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##### **FBP 1304 Pastry, Bakery and Chocolate Atelier**

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

Through demonstrations, briefings, teamwork and individual assessments, students will develop self-

sufficiency, communication, leadership skills, creativity and team spirit.

##### **FBP 1313 Single Product Concept**

During this course, students will create and operate a Restaurant based on single product concept. Following an interactive and participative group study, students will create a brand. They will devise processes and tasks according to menu and service style while opening an outlet and using the appropriate equipment and selling procedures.

The sustainable working environment is highlighted topic, via modern culinary techniques and food waste awareness.

##### **FBP 1314 Catering, Banqueting and Receptions**

During this service course, students will learn how to organize and manage in a high-volume operation outlet. Students will develop communication styles according to situations and towards different customers, adopt observation skills in a large-scale self-service operation, learn how to manage queue flow in a high paced environment, to anticipate, observe and respond to guest requests. The final event of this course is to serve at cocktail receptions and other school led events to understand and put in practice what they have learned during the practical course.

##### **FBP 1318 International Cuisine and Catering**

During this course, students will learn the foundations of catering, through various stakeholders and criteria. They will develop an understanding of the challenges of catering, banqueting and receptions and reflect on the key levers to achieve successful operations in a high scale environment. To prepare an event, students will create documents and recipes using appropriate techniques, food products, and equipment in compliance with international hygiene standards. Students will then operate the event under the supervision of culinary instructors. Students will also develop an understanding of specific culinary workshops, such as HACCP standards, Kitchen organization and design. Sustainable working environments is a highlighted topic during workshop and practical classes.

##### **FBP 1319 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 1320 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 based on the outlet standards. Students will also be able to learn about innovative service techniques around coffee and tea meeting industry trends and codes.

**BBA 3****ENT 2140 Hospitality Innovation Project BBA 3**

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, planning and control, and documentation and reflection of their process.

**ENT 2133 Principles of Sustainability and Innovation**

Innovation and sustainability are key elements leading to competitive advantage in the hospitality industry.

Today the entire hospitality industry is developing sustainable plans to decrease their operation 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 cost while gain a competitive advantage in the global hospitality marketplace.

**FIN 2172 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. This course presents basic financial accounting concepts and explains how they apply to the hospitality industry. 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 2179 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 means to students to face the technical and operational challenges of their roles as junior supervisors/ managers 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 2182 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 and best practices in marketing, analyze the market and access consumer behavior, offerings, price and promotion strategies and introduces branding and consumer buying behavior. The components of the marketing mix are discussed and applied to the global hospitality and tourism world.

**BBA 4****ENT 3140 Hospitality Innovation Project BBA 4**

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 3196 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 3178 Leading Teams to Success**

To be successful in any endeavor the student will take, whether it is team project, practice, internship or for the rest of their career, knowing how to lead a team is crucial. To be able to master this human skill, students will need to understand how a team is developing and what are the key element to be able to lead it. Therefore, this course is aiming at that. Students will have the possibility to learn, develop and apply the acquired knowledge on challenging team projects.

**MKT 3184 Experiential Marketing**

Identifying the customer journey is paramount to guaranteeing customer satisfaction. Experiential marketing aims to provide personalized experiences to the customer compared to traditional marketing strategies which, until now, relied on product development, placement, and sales. In today's competitive environment, customers need to perceive greater connection and engagement with brands, leading to the development and implementation of multi-sensory marketing and authenticity. The ever-increasing roles of technology and data to identify, attract and maintain a strong customer base are highlighted and analyzed.

**RDM 3132 Revenue and Pricing Management**

In this course, students will research and analyze the evolution of pricing, the market, and the changing mind-set 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.

**TRM 3186 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.

**BBA 6**

**ENT 4140 Hospitality Innovation Project BBA 6**

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 4271 Hospitality Financial Management**

In this course the analysis of the budget process from the perspectives of creditors, owners and managers is presented. Students will apply a range of methods to facilitate price setting and evaluate financial relationships relevant to the hospitality industry. The preparation and analysis of operational budgets to make business decisions with industry specific cases is emphasized. Students will develop critical analysis in evaluating relevant cost and understand the importance of fair cost allocation in making budgets.

**HOS 4216 Hospitality Luxury and Value Creation**

In the changing world of luxury hospitality, personalization of services and experiences are increasingly important to customers. Designing luxury requires strategies, brand management and innovation. The different elements of value creation, an essential concept, are placed in the contexts of market complexity, frameworks and competitive environment. This course explores definitions of luxury for various stakeholders from a strategic perspective and provides tools to apply in luxury hospitality. Students will develop a deeper understanding on the importance of customer services and products offered in a complex luxury hospitality environment.

**MKT 4287 Customer Relationship Management**

The course communicates fundamental knowledge of the customer life cycle, the development of customer journeys, and techniques of professional customer care. Systematic analyses are the key to revenue in sales success. Customer relationship management (CRM) is the method of systematic customer analysis to develop and maintain customer contact. The course imparts professional customer care knowledge, skills, and techniques. Students will focus on how cloud-based CRM systems are used in a company and that analytical CRM is about the digital collection and processing of customer data. In this course, students will critically analyze how to differentiate CRM systems between company and customer perspectives to exercise sales activities.

**BBA 7****DIS 5209 Dissertation**

A dissertation at Les Roches is the fruit of a whole semester's work researching a topic of the student's choice under the guidance of a supervisor and allowing the student to graduate with honors if successfully completed. 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. Writing a dissertation is a rewarding task for those who are eligible and wish to be challenged.

**Hospitality Entrepreneurship specialization****ENT 5232 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 5233 Legal and Ethical Considerations for Start-up Projects**

Legal and ethical considerations are necessary for entrepreneurs when launching a start-up. The course covers a range of legal issues that must be addressed at the early stages of setting up and running a business. Students should 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 regarding the legal and social structure, responsibilities of an enterprise including contract requirements, partnerships, approaches to the collection, protection, and use of sensitive customer data in their target locations. Eventually, students explore the impact of the external environment on a business concept to ensure that they are prepared to launch a lean business plan.

**ENT 5235 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 5236 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.

**Digital Marketing Strategies specialization****MKT 5282 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 a company's success.

#### **MKT 5285 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 direct experience of authentic training needs in marketing departments of this industry.

#### **MKT 5286 Global Strategic Marketing**

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

#### **MKT 5287 Digital Marketing and Media Engagement**

Today's businesses must deal with the continual growth of social media channels, the rising influence of connected customers, and an explosion of new digital technologies. Marketers must be able to design, implement, and track the impact of digital strategies that are tailored to today's customers and connected with their conventional marketing and business objectives in order to succeed. This course focuses on how marketers can connect with digitally sophisticated customers, develop strong customer relationships, and influence the digital route to purchase. Students will

develop a better understanding of the core processes involved in creating a digital marketing campaign, as well as the function of different digital channels in integrated marketing communication.

#### **Hotel Financial Performance Management specialization**

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##### **FIN 5271 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 5272 Corporate Financial Decision Making**

Every operation in a business has financial implications, and any decision that involves the use of money is a corporate financial decision. This course provides students with a set of accounting and financial tools that enables them to interpret and critique financial information from a variety of sources and to make informed and effective financial decisions that directly impact company operations. Students will enhance their understanding of financial theory and learn to apply various concepts and techniques to address real-world situations.

##### **FIN 5274 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 5275 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.

Sustainable Developments and Practices specialization

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**SUS 5286 Sustainable Hospitality**

The aim of the course is to promote self-sustainability in the hospitality industry beyond the marketing fads and the initial capital investments required before return on investment are guaranteed. Ranging from service, production, building construction and refurbishment o energy generation and storage, locally produced agriculture, links to the community, branding and reputation management, this module should prepare the students to identify all sustainable practices available to make a positive impact on the communities where they operate.

**SUS 5287 Eco Luxury and Sustainable Design**

This course outlines the main pillars of sustainability related to the luxury segment and design industry. It analysis the evolution of the key concepts and evolves with the application within different markets, with thighlights in hospitality, to offer a holistic view of how to address the global challenges of today. Students will be prepared to evaluate the needs of the green consumers and to offer propositions to develop businesses remaining environmentally integrated and valuable for the long term. High-end brands will be the focus of the illustrations and cases on how to address sustainability by design will be evaluated.

**SUS 5288 Sustainable Tourism Development and Practices**

This course outlines the main pillars of sustainability related to the luxury segment and design industry. It analysis the evolution of the key concepts and evolves with the application within different markets, with

highlights in hospitality, to offer a holistic view of how to address the global challenges of today. Students will be prepared to evaluate the needs of the green consumers and to offer propositions to develop businesses remaining environmentally integrated and valuable for the long term. High-end brands will be the focus of the illustrations and cases on how to address sustainability by design will be evaluated.

**SUS 5289 Corporate Governance, Social Responsibility and Ethics**

Corporate Social Responsibility (CSR) has become an increasingly important aspect of hospitality business strategy over the last decades. Companies who demonstrate initiatives aimed at ensuring responsibilities in the fields of the environment, ethics, philanthropy and the economy are more likely to act with a strong sense of purpose driving not only employee satisfaction but also financial growth. CSR helps companies to 'do well by doing good' and underlines the value companies can bring to benefit all stakeholders (employees, customers, suppliers and local communities) and also benefits the company's triple bottom line (profit, people and planet). This course will focus on the study of the principles of CSR and case studies related to business operations and transparency.

**SUS 5290 Study Trip**

This course provides an immersive field experience to assess existing or planned sustainable service-oriented initiatives in established or mature destinations, up-and-coming niche locations or carefully strategically sustainable tourism environments. The trip aims to present a holistic experience where luxury, energy, and the triple bottom line (TBL) are considered for all stakeholders and where, necessary, identify missed opportunities, threats and challenges sustainability faces.

**Hospitality Electives**

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**RDM 4226 Advanced Revenue Management**

The course will equip students with the knowledge and skills they need to succeed in today's complicated global economy. Students will adopt an advanced strategic framework to control the levers that generate profit and performance. Students will learn the advanced topics of revenue-cycle analysis and management, as well as practice on ways to implement them. Students will be able to create and manage client demand, develop a revenue management plan based

on well-designed control systems, and optimize yield management in their market. Students will learn how to apply advanced revenue management principles in 360 degrees through revenue simulation, case studies, workshops, class discussions, and hands-on practical activities.

**HOS 5208 Event Operations and Project Management**

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

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

**HOS 5209 Health and Wellness Management**

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 to 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 toward 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 create new business models.

## B. Hospitality Immersion Program (HIP)

### HIP 01 Hospitality in Context

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

### HIP 02 Food and Beverage Operations Management

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

### HIP 03 Rooms Division Operation Management

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

## C. Postgraduate Diploma in International Hospitality Management

### Semester 1

#### P6110 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.

#### P6011 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.

#### P6012 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.

#### P6013 Services Marketing in a Digital Age

This course offers a thorough grounding in Service Marketing with a particular focus on hotels. It aims to

address the various opportunities service 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.

**P6114 Organizational Behavior and Talent Management**

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.

**P6020 Concept Design and Facility Management**

This course provides a background to the subject of facilities management. The emergence of contemporary designs, such as intelligent buildings, from the perspective of operational effectiveness and sustainability are covered to support a differentiated service property asset management. Operational systems are explored with respect to their impact on three pillars: social, environmental and economic sustainability. The course places an emphasis on the strategic planning of the design and development of a hospitality concept with the use of case studies and real-life projects.

**P6021 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.

**P6023 Innovation Through Design and Agile Thinking**

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.

**P6022 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.



## D. Master's in Hospitality Strategy and Digital Transformation

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

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#### MDT 2110 New Trends and Disruptions in Hospitality

This course will examine the hospitality industry, focusing on the areas currently experiencing disruption due to advances in technology. Serving as an orientation to the two semesters' work to follow, including 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.

#### MDT 2111 Effective Technologies in Operations and Service

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

#### MDT 2112 Decoding Bootcamp: Mobile Applications, Web Sites, and eCommerce Performance

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

#### MDT 2113 Data Base Management and Artificial Intelligence

This course will delve into the hot topics of big data and artificial intelligence. Students will interpret complex data scenarios using advanced tools including artificial intelligence and effectively support strategic decisions via data visualization tools (descriptive analytics). The course will also provide insight into the future of big

data and artificial intelligence including how it will likely influence business in the years to come.

#### MDT 2114 Performance Measurement and Business Analytics

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

#### MDT 2115 Finance and Value Creation

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

### Module 2 - Developing Sustainable Strategies and Business Models

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#### MDT 2210 Design Thinking and Innovation

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

#### MDT 2211 Advanced Digital Marketing Strategies and Tactics

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



**MDT 2212 Ethics and Corporate Sustainable Responsibilities in the Connected World**

This course allows the students to apply the broad understanding of technology they are developing to consider not the capabilities but the moral constraints impacting technology. Not what CAN be done but what SHOULD be done? They will evaluate the implications of society's increasing focus on corporate social responsibility and its influence on corporate strategy and performance.

**MDT 2213 New Business Models and Start-up Ecosystem in Hospitality**

Building on the insights gained during and since the "New Trends and Disruptions in Hospitality" first block, this course focuses on the areas of greatest disruption and entrepreneurial activity in the hospitality industry.

Through various methods of discovery including direct contact with several "early cycle" hospitality startups, students will gain insight into how to identify and maximize an opportunity to better serve a need in the hospitality industry then design a potential opportunity start-up of their own, then develop a launch plan for their solution.

**MDT 2214 Revenue, Channel and Demand Management**

In this module-long course students will combine the concepts from prior courses Hospitality Finance and Value Creation, Performance Measurement and Business Analytics, Hospitality Business Strategy Design and Development, Advanced Digital Marketing Strategies and Tactics to design and implement an effective pricing and channel management strategy. Students will test their pricing, positioning, and distribution strategies in a simulated marketplace of otherwise identical hotels being managed by their peers, then evaluate and explain the effectiveness of the strategy. Each student will be paired with an existing hotel and strategy team and participate in the hotel's weekly strategy process for the duration of the module. The module-long course will also serve as one of the primary ongoing contact points with students, ensuring consistency and continuity throughout the entire second module.

**MDT 2215 Business Field Trip**

The study trip aims to link selected program learning outcomes to the strategic and operational realities of managing innovation in the hospitality and related industries. The week-long trip is created around

visits to a variety of 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.

**Module 3 - Leading your Organization into the Digital Transformation**

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**MDT 2310 Applied Project Management**

This unit delivers a fundamental grounding of contemporary project management methodologies and concepts. Students will learn how to apply proven techniques and use appropriate tools to initiate and plan successfully for a project. Participants will facilitate the acquired knowledge and skills to use a project management software.

**MDT 2311 Customer Experience, Service Excellence and Personalization in the Digital Age**

Current and future technologies are impacting all service levels in the hotel industry. In this course, students will get a strong understanding of how to apply these technologies to enhance the customer experience. A technology enhanced, on property, customer experience's plan will be developed through a simulation.

**MDT 2312 Sustainable Hospitality Business Strategies, Design and Development**

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

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

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

**MDT 2314 Implementing and Leading the Digital Transformation**

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, organisations 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 conceptualising, assessing, and producing a digital transformation plan. Digital transformation strategy frameworks are used to create the digital transformation roadmaps.

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

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**MDT 2411 Capstone Project**

As a final requirement for completion of the Master's in Hospitality Strategy and Digital Transformation, students are required to successfully complete a 16-week Internship in a Hospitality Strategy & Digital Transformation or Business Consulting Style Capstone Project.

Students electing the capstone project option will work in a small group with an outside business partner and a faculty supervisor to identify then address an opportunity or challenge in the hospitality industry that can be effectively addressed in the 16 weeks. These projects could include developing a digital marketing campaign for hospitality business, or market research for a hospitality service provider. In addition to the project itself, each group will produce a research style report summarizing their activities.

Each student will complete a final, reflective exercise upon completion of the capstone period.

## E. MBA in Global Hospitality Management

### Semester I

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#### **M3110 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.

#### **M3011 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.

#### **M3012 Hospitality Revenue and Demand 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 management of demand (pricing) and capacity (service duration). The course will develop the students' critical and analytical skills using case studies and illustrations of practice.

#### **M3013 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 those points will be connected, assuring the alignment of the online and offline brand positioning, and targeting the perfecting of the consumer journey and experience.

#### **M3014 Consumer Behavior and Insights**

Consumer Behavior encompasses the way people interact with products, services, and their marketing environment. Understanding consumers enables marketers to more effectively meet the needs of the market and achieve greater success. In this course, students study the various factors influencing buyer behavior, the concepts used to explain this behavior, and the implications of these concepts for marketing purposes. Topics include effects of motivation, learning, perceptions, attitude, personality, lifestyle, reference groups, social class, demographics, and cultural factors with an emphasis on the effects of mass communication. Case studies are used to illustrate and explore, enriching students' knowledge of the importance of consumer behavior and insights.

#### **M3020 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.

#### **M3021 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.

#### **M3122 Talent Management and HR Processes**

Talent Management is not only a critical factor in strategic hospitality business planning, but a necessity in today's global and rapidly changing labor market. Research has demonstrated that firms practicing talent management substantially outperform firms that do not. The dynamic of the workplace is constantly evolving in terms of business needs and requirements, while a range of shifting and emerging challenges, opportunities, and motivations characterize the contemporary workforce. This course will highlight the importance of instilling a talent management mindset within organizations, showcasing best practices and strategies in talent attraction, acquisition, development, reward, and retention.

#### **M3024 Destination Competitiveness and Innovation**

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.

### **Semester 2**

#### **M4010 Business Strategies and Performance Monitoring**

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. In this context, hospitality companies have espoused singular strategies that have shaped their boundaries and changed the relationships governing the industry. This course provides an overview of the current strategic orientation of hospitality businesses, and of the consequences of major trends on the past and future of the industry. Classic strategic theories and frameworks will be introduced and reviewed, and their application to the

industry discussed. The idiosyncratic characteristics of the industry will be highlighted in this context.

#### **M4011 Corporate Finance and Shareholder Value**

Corporate finance is the study of managerial decision-making concerning investment, long-term financing, and interpretation, and communication of information to assist managers in fulfilling their organizational objectives and enhancing shareholder value. The course aims to equip students with the ability to make long-term planning and financial decisions, including effective controlling, and the selection of relevant information for decision making. The course is also designed to understand future challenges facing financial managers such as central bank actions and the global macroeconomic environment.

#### **M4012 Data Analytics and Decision Making**

Business operations rely on the collection and analysis of data to improve processes, sales, competitiveness, customer satisfaction, staff turnover or launch new ventures. By approaching business analytics through parametric and non-parametric statistical tools, the students will be able to assess the similarities and relationships between collected datasets, interpret the significance of their findings, and base business decisions on scientific facts. The course is thus a journey through the statistical tests at managers' disposal to make informed decisions in the hospitality industry.

#### **M4013 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.

#### **M4020 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.

### **Advanced Revenue and Performance Management**

#### **M4031 Advanced Topics in Revenue Management**

Building on the knowledge gained in demand and revenue management in the previous semester, this course will focus on revenue generation and new revenue streams with a focus on food and beverage revenue management. The aim is to develop students' critical and analytical skills to contribute to stakeholder value creation. The course pays special attention to the role and impact of advances in social media and customer relationship management. During the course and related assessment, the students will also practice observing service operations to identify potential revenue generation opportunities.

#### **M4032 Hotel Valuation and Performance**

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

#### **M4033 Hotel Asset Management and Contract Negotiation**

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. 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.

#### **M4034 Consultancy Project**

This course provides an opportunity to further develop

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

### **Hospitality Entrepreneurship and Business Development**

#### **M4035 Design Thinking and Business Model Creation**

Good business decisions are user 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.

#### **M4036 Entrepreneurship and Family Business Development**

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. These could be applied to existing family businesses and/ or to new ventures. Students learn about business viability, validation, and the application of innovative business models. Entrepreneurial business-planning techniques are employed to initiate innovation in traditional businesses and new start-up ventures. Lean business planning methodology is used to identify, assess, and develop innovative start-up concepts.

#### **M4037 Financial Lifecycle, Fundraising and Communication**

This course looks at the fundamentals of financial lifecycle and fundraising mechanisms considering traditional approaches to raising capital to the specific platforms such as crowd funding. The course will explore the different stakeholders involved in the fundraising cycles and the diverse communication techniques used to complete entrepreneurship projects.

Students will explore the concepts of business financial planning and evaluations.

**M4038 Consultancy Project**

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

## F. Executive MBA (EMBA)

### **Module 1 - Embracing the Industry Transformation**

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#### **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**

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#### **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**

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#### **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**

Business operations rely on the collection and analysis of data to improve processes, sales, competitiveness, customer satisfaction, staff turnover, or launch new ventures. By approaching business analytics through parametric and non-parametric statistical tools, experienced learners will assess the similarities and relationships between collected datasets, interpret the significance of their findings, and base business decisions on scientific facts. The course is thus a journey through the statistical tests at managers' disposal to make informed decisions in the hospitality industry.

#### **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.

### **Module 4 - Leading the Strategic Journey**

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#### **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 Business 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.

## G. Intensive Hospitality English Language Program

### **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.

## H. General Education

### Arts and Humanities

#### **GEN 1331 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 1146 / 1149 / 1152 / 1153 French 1 / German 1 / Mandarin 1 / Spanish 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.

#### **GEN 2116 A Diverse and Inclusive World**

The world has become a diverse yet collective community due to social media communication channels. Societal and universal issues concern every individual as cultural awareness and current affairs are paramount in pursuing beneficial global perspectives. This course exposes students to topical issues; from historical events that shape the present to current concerns influencing the world regions, affecting future predictions for betterment. The course provides insight into a diverse and inclusive world; the ability to apply this knowledge to enriching, challenging debates and to engage in researched written work by executing critical analysis. Perception and soft skill development as well as personal reflection and growth are intrinsic. The course aims to explore relevant catalytic and hiatus components in an ever-changing world.

#### **GEN 2117 Global Culinary History**

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 2134 Academic Communication Skills**

The aim of this course is to equip students with the fundamental written and oral communication strategies needed in academic contexts to convey their message effectively. Essential research and critical reading techniques are introduced and developed along with the means for presenting information credibly in appropriate written and visual formats. Skills for organizing and delivering presentations are practiced and refined, including the construction of compelling slide presentations. The journey continues by focusing on the composition of complete academic written papers evidencing the acquisition of knowledge and transference of skills.

#### **GEN 2147 / 2150 / 2152 / 2154 French 2 / German 2 / Mandarin 2 / Spanish 2**

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 2161 Mandarin 1 and 2**

This course introduces basic Mandarin emphasizing oral proficiency and communication skills. Students will participate in basic conversations on various topics where they can apply their knowledge. They will be capable to understand short texts and instructions. They are encouraged to develop competence in using spoken and written language. A wide variety of vocabulary will be introduced to enable students to interact in everyday situations. Different aspects of Chinese culture will be

introduced. To reinforce and apply the language learned in class, students are provided with a variety of online tools and applications.

**GEN 3117 Advanced Communication Skills**

In this course students will develop and apply their expressive techniques during speeches and presentations, evaluating the impact of their delivery on the audience. During this course the students will develop persuasion and influential techniques and apply them in effective presentation. They will also develop their speech writing and storytelling skills and apply visual aid and support that will enhance either their speeches or their presentations. Finally, self-confidence, in being in front of a public, will be practices and developed.

**GEN 3148 / 3151 / 3156 / 3159 French 3 / German 3 / Spanish 3 / Mandarin 3**

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 3162 Mandarin 2 and 3**

This course reinforces and extends language acquired in Mandarin 1 and 2, reviewing grammar learned and introducing new structures. Class work emphasizes development of confidence in speaking. Grammar and vocabulary accuracy are improved in written and oral contexts. Different aspects of Chinese culture 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 4149 / 4152 / 4158 / 4160 French 4 / German 4 / Spanish 4 / Mandarin 4**

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 5221 People, Conflict and Negotiation**

“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 5226 Law in the 21<sup>st</sup> Century**

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.

**Math, Science and Technology**

**FIN 1371 Numerical Skills for the Hospitality Professional**

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 and video tutorials.

**GEN 2199 Fundamentals of Data Analysis and Visualization**

In order for students to be successful in a business environment, a level of mathematical competence is required and, increasingly, this is applied in computer spreadsheets. This course is designed to leverage students' existing mathematical skills, as well as 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 using the various tools and functionality of spreadsheets. This course prepares students to achieve a professional level of competence using MS Excel.

**GEN 3118 Blockchain and Emerging Technologies**

This course provides students with the tools to understand the applicability of blockchain technology. Securing online communications is desired, especially in consideration of approaches to ensure the security and privacy of data. This course explains the differences between the new permissionless blockchains that are open to anyone who wants to participate and the 'private' or 'permissioned' blockchains with established players. Students get an insight into how smart contracts work, how they are used today, and the reasons for their capabilities. This module has continued developing and refining your understanding of the Bitcoin blockchain protocol and how consistency and liveness protect it from various potential security issues.

**MM 3194 Models for Problem Solving and Decision Making**

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 modelling techniques and the Solver.

**GEN 4191 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**

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.

**Social Sciences****GEN 2115 World of Wine and Viticulture**

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 3115 Sensorial Design Experiences**

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 3116 The Psychological Dimensions of Wellbeing**

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 4153 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 4213 Culture and Society**

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 4214 Environmental Studies**

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 4299 Fundamentals of Economics**

This course introduces economic concepts that are fundamental to understand the issues faced by business firms and how they support business decisions.

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 associated Government Economic Policies.

**GEN 5220 Politics and International Affairs**

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 5222 The Science and Culture of Gastronomy**

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.

### **Professional Development**

#### **INT 2208 Professional Development I**

Successful internships are a key component of the BBA program. This course will take students from their arrival on campus through to the successful completion of their first internship. The students attend a series of workshops focused on developing the 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 2209 Reflection on Practice I**

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

#### **INT 5208 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 career seminars 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 5209 Reflection on Practice II**

This online internship project will accompany students

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

#### **P6030/ P6031 Case Study and Reflection/ Internship - Employer Validation**

As part of the postgraduate diploma program, students will have the opportunity to carry out a professional internship in the hospitality industry exposing them to different roles within a chosen field of work. Students will complete a portfolio based on a case study and a self-reflection on the entire experience. By choosing the topic upon which they want to reflect and further elaborate, students will consolidate knowledge acquired during diploma program. Two course subjects will support the development of the case. By reflecting on the experience, students will enhance their self-awareness based on the competencies grid of the diploma program.

#### **MDT 2410 Internship**

As a final requirement for completion of the Master's in Hospitality Strategy and Digital Transformation, students are required to successfully complete a 16-week Internship in a Hospitality Strategy & Digital Transformation or Business Consulting Style Capstone Project.

Students electing to perform an internship will be matched with the company and position in their area of interest for a 16-week internal assignment. These assignments could include working in the revenue management or marketing departments of the hotel or corporate office, as well as positions at one of the numerous digital marketing and distribution technology service providers. Each intern will be assigned a faculty advisor who will conduct a mid-internship check in and be available should the student have any other needs throughout the internship assignment.

Each student will complete a final, reflective exercise upon completion of the internship period.

# 11.

## Credit equivalence

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

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

- 1 (one) US credit typically corresponds to 1 hour of instruction and a minimum of 2 (two) hours of out of class student work each week for 15 weeks
- 1 (one) US credit corresponds therefore to a total workload of at least 45 (forty-five) hours.

European Credit Transfer System (ECTS) is the credit system for higher education adopted by all European countries as part of the Bologna process in the European Higher Education Area (EHEA). In the ECTS, 1 (one)

credit typically corresponds to between 25 (twenty-five) and 30 (thirty) hours of work (European Commission, 2015).

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.

## Branch campuses, academic partners and association agreement

Les Roches programs are taught in the following branch campuses:

### **Marbella, Spain**

Offering:

- Bachelor in Business Administration
- Program Postgraduate Diplomas
- Masters Degrees

Shanghai, China (will expire in December 2023)

Offering:

- Hotel Management Certificate program
- Diploma in International Hotel Management
- Postgraduate Diploma

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

### **Academic Association and Affiliation Agreements**

- Asian Institute of Hospitality Management
- Indian School of Hospitality

# 13. Academic regulations for Undergraduate programs

(Academic regulations for Graduate programs are in section 14)

## A. Change of program

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

## B. Course exemption and challenge for credit

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

### Conditions

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

### Procedure

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

Should the application of Exemption be refused with

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

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

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

## C. Grading

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

## D. Submission of assignments

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

Failure to submit on time will incur the following penalties:

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

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

## E. Incomplete work

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

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

## F. Progression / Awards Board

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

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

## G. Progression / Awards policy

### Progression policy

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

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

such as: B-permit cancellation, restriction of work experience opportunities in certain regions, need of applying for new student visa when resuming academic study (if applicable) and private insurance cover, etc.

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

### BBA 1

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

- have no course with average below 40% and,
- have no more than six credits worth of courses with average between 40% and 60%

### BBA 2 and BBA 5 (internship semesters)

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

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

### BBA 3 and BBA 4

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

- have no course with average below 40% and,
- have no more than six credits worth of courses with course average between 40% and 60% in each of the semesters

### BBA 6 and BBA 7

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

- have no course with average below 40% and,
- have no more than six credits worth of courses with course average between 40% and 60% in each of the semesters and,
- have no more than nine credits worth of courses with course average between 40% and 60% in the final two semesters combined,
- pass all courses specific to the chosen specialization for it to be mentioned on the award.

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

- have no course grades below 60% in the BBA 6 semester (before re-sits)
- have an overall average of 75% or more in the BBA 6 semester
- prepare dissertation proposal during the BBA 6 semester, which the dissertation coordinator(s) agree to be both feasible and covering an acceptable topic
- successfully complete a dissertation during the BBA 7 semester (in place of a general education course)

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

## H. Re-sits and retakes

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

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

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

The Progression / Awards Board may allow maximum of two courses (or equivalent) to be retaken during the next semester providing the timetable allows it. A student with half or more non-achieved courses from

the relevant semester of study after re-sit is deemed to be unsuitable to study the following academic level. Hence, he / she will be required to regress to the previous academic level for retaking all the failed courses until the progression standards are met, before continuing further.

### Notes on re-sit examinations

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

- If this replacement examination is not attended (for whatever reason) then the student must either retake the failed course(s), or postpone the scheduled next-level academic semester until a further intake.
- For each re-sit the student will be awarded a grade of maximum of 60%. If the re-sit grade is lower than the original grade, the original grade will be awarded. It is compulsory to re-sit all courses unless prohibited and specified otherwise in the communication from the Registry.

#### Notes on retake courses

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- Students who have not met the minimum achievement grade (after re-sit) in more than six credits worth of courses will not be able to fully progress into the next semester of study. Conditional progress with retake course(s) can be an option, subject to the approval of the Post-resit Progression / Awards Board.
- The Progression / Awards Board may deny the chance of re-sit and require a course retake if the reason of fail involves unfair academic practice such as cheating / plagiarism etc.
- BBA 1 students who are required to retake more than 3 weeks of Practical Arts classes will not be able to progress to the next level of the program until the retakes are completed and the progression requirements of the previous level are met.

### I. Examination regulations

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

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

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

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

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

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

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

### J. Unfair practice

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

### K. Learning differences

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

## L. Maintenance of academic standing

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

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

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

## M. Grade report and transcript

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

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

## N. Keeping of academic records

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

## O. Transfer of credits

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

## P. Validity of registration

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

## Q. Mitigation

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

## R. Absence policy

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

Absences will be recorded on a daily basis for each period when a student is absent. Lateness will be recorded as absence.

Regular attendance ensures a dynamic and shared learning experience and give students the best possible chance of passing the course.

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

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

The school management may allow students to be absent



in some circumstances and these absences will not count towards the total absences. This is particularly with regard to work with the Student Governance Association or off-campus events organized by the school. Students will still be marked as absent from class but the Registry will adjust this once their attendance is verified by a staff member.

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

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

#### **R.1 Specifics to IHELP 6 Program**

A student registered in IHELP 6 will be suspended if they are absent for more than 20% of the contact hours of the program. Such suspension will result in compulsory departure from the campus and full invalidation of grades obtained prior to the suspension decision. The student may commit to restart the program at a new intake.

#### **R.2 Specifics to all Academic Courses (applicable to BBA 1 academic courses, and all courses of BBA 3, BBA 4, BBA 6, and BBA 7)**

##### **Absence limit per course**

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Students will automatically fail an academic course if they are absent (all reasons included) for more than 30% of the contact hours. The nature of the course and the total contact hours can be found in each course description available on the syllabus.

##### **Consequences of excessive absences**

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If the limit of the absence hours is exceeded for a course, the student will receive a “Failing Course Notification Letter” from the Registry. The student may submit a “Request for Consideration”, using the template provided on Moodle, within 48 hours, with evidence of any exceptional circumstances attached. The request will be considered by the Progression / Awards Board at the end of the semester.

Pending the Progression / Awards Board deliberation of the “Request for Consideration”, it is recommended that

the student continues attending classes for the remainder of the course, to obtain a grade for each assessment, in case the decision outcome is positive.

Criteria used by the Progression / Awards Board when evaluating the request:

- Reasons of being absent from classes
- Validity of evidence supporting the Request for Consideration
- Continuous attendance and social behavior during the remainder of the course
- Academic standing at the end of the semester

Potential decision outcomes

- The board accepts the request: the student is awarded the grade he / she achieved.
- The board denies the request: the student will be awarded 1% as the course overall average. It is compulsory that the student attend re-sit exam to attempt clearance of the course and to meet the progression requirement. Please refer to the Re-sits and Retake section for details.

##### **Suspension and invalidation of the semester (applicable to BBA 3, 4, 6 and 7 students)**

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For a student following standard curriculum classes, suspension of the semester will apply if he / she exceeds course absence limit for more than 3 of the registered courses.

For a student following special schedule of 5 or fewer courses, suspension of the semester will apply if he / she exceeds course absence limit for more than 2 of the registered courses.

In the case of suspension, previously submitted Request for Consideration will no longer have effect.

Such suspension will result in compulsory departure from the campus, full invalidation of all grades obtained prior to the suspension decision and the loss of all fees pertinent to the semester. Further details may be found in the “fees and other expenses” document on the school website and from the campus Accounting office.

The student may commit to restart the same semester of study at a new intake.

### R.3 Specifics to BBA 1 Practical Arts Courses

To develop a student's professionalism, team spirit and academic rigor, there are strict participation requirements for the Practical Arts courses. Learning takes place through participation, observation, application, and repetition, and involves contributing as a member of a team. Practical Arts courses simulate industry standards and are dynamic and fast paced. Students can only fully benefit from the courses if they are present in class, and are therefore required to respect their schedules, including but not limited to practical arts workshops, demonstration, applied practical repetition and assessments.

Students are also required to be available for any special events (e.g. open days, graduation, and career fairs etc.).

#### Lateness or absence from Practical Arts courses

Punctuality is of essence. All lateness and absences will be recorded as a fact.

For every practical course, students will begin with 10 punctuality points.

Proactivity and communication are a virtue. Students must inform the course teacher of any lateness or absence, via email, before the practical class starts (with the BBA 1 Program Coordinator in copy).

Unless there is proactive communication, the following rules will apply:

- For lateness of less than 15 minutes:
  - 1 hour of absence will be recorded,
  - 1 punctuality point will be deducted,
  - 1 hour of extra duty (weekend)
- For lateness of more than 15 minutes, or unapproved abandonment of the class:
  - 1 hour of absence will be recorded for each hour of lateness,
  - 2 punctuality points will be deducted,
  - 2 hours of extra duty (weekend)
- Lateness or no-show for scheduled extra duty:
  - 0.1 behavioral point will be deducted (when 1 hour of extra duty was scheduled),
  - 0.3 behavioral points will be deducted (when 2 hours of extra duty was scheduled),
  - 0.4 behavioral points will be deducted (when 5 hours of extra duty was scheduled)

Consequences of absences and unapproved

#### interruption of the class

- Each punctuality points equals 1% grade deduction from the weekly portfolio assessment,
- 1 day of absence: 6 hours of absences will be recorded, and 5 hours of extra duty will be assigned,
- For each practical week, 12 hours of total absences will lead to failure of the course, leaving the overall course average at 1%

The following reasons, if announced timely as required, and supported by documentary evidence, will lead to absences being recorded but without deduction to the overall course average:

- Death of an immediate family member
- Force Majeure
- Serious illness (supported by a medical note from a Swiss doctor or a confirmation from the school infirmary on the same day)
- Any other justified reason approved by the BBA 1 Program Coordinator in advance

The Practical Arts Department cannot arrange rescheduled learning for individual days of absence. If due to extraordinary reasons mentioned above, the student misses an entire course, this course will be marked "Incomplete". Upon the approval of the Progression / Awards Board, a maximum of three weeks of learning may be rescheduled at the end of the following academic semester. Should the student have more than three weeks of learning to be completed, including those caused by excused absences and retake(s), he / she will be unable to progress to the next academic level and will be required to return to the BBA 1 semester until the BBA 1 progression requirements are met.

#### Suspension and invalidation of the BBA 1 semester

Students will be suspended when the maximum absence limit of 60 hours for Practical Arts courses is exceeded (all reasons included).

Such suspension will result in compulsory departure from the campus, full invalidation of all grades obtained prior to the suspension decision and the loss of all fees pertinent to the semester. Further details may be found in the "fees and other expenses" document on the school website and from the campus Accounting office.

The student may commit to restart the same semester of study at a new intake.



## S. Behavioral and appearance

Students will begin each semester with 2.0 behavior and 2.0 appearance points.

Misbehavior in or outside classes, as well as not adhering to the School dress code policy, will lead to the deduction of these points.

Please refer to the Standard of Excellence document on Moodle for the points deduction scheme.

### Consequences of behavior and appearance points deduction

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- Students will receive warnings once they have lost 0.8 - 1.2 - 1.8 points (either behavior or appearance).
- Losing the full 2.0 points in one semester will lead to suspension and full invalidation of the academic semester.
- Students who have lost more than 1.0 point in the overall educational journey (BBA 1 - BBA 7) will no longer be able to:
  - Apply for future Class delegate role
  - Apply for Students Governing Association board roles
  - Be part of the Eta Sigma Delta Society

## T. Progression / Award appeals

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

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

### Note:

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- Appeals, which are based on facts that were already known to the Progression / Awards Board before the initial decision will not be admissible.
- Appeals, which question the academic judgment of examinations, shall not be admissible.

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

### The Procedure

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

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

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

## U. Awards and minimum credits per program

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

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

\* not recognized by Canton of Valais

## Classification

### BBA program

The average of BBA 6 and 7 determines the classification

- Distinction: 90% and above
- Merit: 75% to 89%

Calculation based on:

- Average of the last two taught semesters

Valid since September 2022

## V. Withdrawal from the school

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

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

# 14.

## Academic regulations for Graduate programs

(Academic regulations for Executive MBA are in section 15)

### A. Change of program

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

### B. Course exemption and challenge for credit

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

### C. Grading

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

### D. Submission of assignments

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

Failure to submit on time will incur the following penalties:

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

### E. Incomplete work

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

### F. Progression / Awards Board

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

Academic Dean appointed attendees.

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

### G. Progression / Awards policy

#### Progression policy

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

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

Any intention of transfer, postponement or withdrawal from the following semester's enrolment, must be expressed in writing to the Registry at least 6-8 weeks before the tuition payment deadline of the concerned

semester to obtain approval and guidance. Lack of or delayed written request may result in the charge of a late cancellation fee. Further details may be found in the “fees and other expenses” document on the school website.

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

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

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

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

## H. Re-sits and retakes

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

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

Retakes are scheduled in priority to the next semester's courses, and a full tuition fee per course

will be charged. If a student still fails to achieve the progression requirements after completing retakes, then they are permitted one final re-sit examination of the failed course(s) if the Progression / Awards Board approves. If the student is again unsuccessful with the re-sits, he / she will be required to withdraw from his studies.

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

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

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

### Retakes

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

### Internship research and reflection

#### Re-submission

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

#### Pass

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Students need to complete and pass all the courses

## I. Examination regulations

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

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

result in a grade of 1%.

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

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

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

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

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

## J. PGD / PDD progression to the MBA second semester

For the PGD students, upon successful completion of the PGD curriculum, one can proceed into the second semester of the Master of Business Administration in Global Hospitality program on condition that he / she

fully meet the Post Graduate Diploma award criteria without any pending concerns (admission, finance, fitness to study and general behavioral sanction etc.) as well as meeting the MBA age requirement before the start of the MBA II semester. The transfer of credits is valid for a period of two and a half years (2.5 years) as of the beginning of the PGD program. The latter also applies to students from LRM and LRJJ who are eligible for this option. The MBA Degree shall be the final and only award upon successful completion.

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

## K. Unfair practice

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

## L. Learning differences

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

## M. Maintenance of academic standing

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

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

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

withdraw decision.

## N. Grade report and transcript

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

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

## O. Keeping of academic records

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

## P. Transfer of credits

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

## Q. Validity of registration

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

## R. Mitigation

It refers to a process by which students may request that exceptional circumstances be taken into account when reviewing their assessment and progress. It refers to one-off events that may have occurred during an assessment period which may have adversely affected the student's performance in the assessment. Students are required to complete an application for mitigating

circumstances, available from the Program Director or the Executive Academic Dean, with evidence of the problem before the assessment grades are known. Mitigation cases are decided upon at the appropriate Progression / Awards Board.

## S. Attendance policy

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

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

## T. Behavioral and appearance

Students will begin each semester with 2.0 behavior and 2.0 appearance points.

Misbehavior in or outside classes, as well as not adhering to the School dress code policy, will lead to the deduction of these points.

Please refer to the Standard of Excellence document on Moodle for the points deduction scheme.

Consequences of behavior and appearance points deduction

- 
- Students will receive warnings once they have lost 0.8 - 1.2 - 1.8 points (either behavior or appearance).
  - Losing the full 2.0 points in one semester will lead to suspension and full invalidation of the academic semester.

## U. Progression / Award appeals

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

- The published results of grades are suspected to contain arithmetical errors or other errors of fact.
- The decision made regarding a submitted

mitigation request may contain error due to incomplete documentation.

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

**Note:**

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

The Procedure

The Program Director receives the written appeal and

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

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

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

## V. Award and minimum credits per program

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

Award	Description	Min Credits	Validity
MBA	Master of Business Administration program	37	June 2019 to-date
		43	April 2012 – April 2019
MHSDT	Master in Hospitality Strategy and Digital Transformation program	34	January 2022 to-date
Mhl	Master in Hospitality Leadership program <i>Title changed from Master of Science in Hospitality Leadership in November 2017</i>	36	December 2015 – December 2018
PG Diploma	Final award of the Post Graduate Diploma program Exit award of the Master's Degree programs	28	July 2019 to-date
		36	June 2005 - June 2019
PD Diploma	Professional Development Diploma Program*	28	July 2019 to-date
		36	June 2005 - Jun 2019

\* not recognized by Canton of Valais



Award	Description	Min Credits	Validity
PG Certificate	Exit award of the Master's Degree programs Exit award of the PG Diploma program: nineteen (19) credits with minimum one (1) credit from the second semester*	19	July 2019 to-date
		18	June 2005 - June 2019
PD Certificate	Exit award of the PD Diploma Program: nineteen (19) credits with minimum one (1) credit from the second semester*	19	July 2019 to-date
		18	June 2005 - Jun 2019

\* not recognized by Canton of Valais

## Classification

PGD, PDD, MHS DT and MBA programs

- Distinction: 90% and above
- Merit: not applied

Calculation based on:

- MHS DT and MBA programs: average of the two taught semesters
- PG / PD Diploma program: weighted average of all graded courses

Valid since September 2022

## W. Withdrawal from the school

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

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

# 15. Academic regulations for Executive MBA

## A. Course exemption and challenge for credit

There is no Exemption or Challenge for credit option for this Program.

## B. Grading

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

## C. Assessments

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

### Assessment regulations

Assessment requirements will be posted at the beginning of each course.

A course is deemed passed when an overall passing grade of 60% has been achieved by the end of the course.

A participant may be allowed to complete assessment requirements at a time other than the scheduled time only by agreement with the program director.

Assessments which are missed may result in an incomplete course, requiring supplementary submissions.

### Supplementary submissions

For participants who do not meet the achievement standards, Les Roches operates a system of supplementary submissions for incomplete or failed courses. This must be submitted according to the timeline set by the Program Director or the Executive Academic Dean. It is subject to the eligibility approval of the Progression / Awards Board and a charge of a supplementary submission fee.

When a course is failed after supplementary submission, the Progression / Awards Board may allow a course to be retaken concurrently with the next module providing the timetable allows it. A participant with half or more non-achieved courses from the relevant module is deemed to be unsuitable to study the following module. Hence, he / she will be required to regress to the previous module for retaking all the failed courses until the progression standards are met, before continuing further.

## D. Progression / Awards Board

The Progression / Awards Board comprises of the

Executive Academic Dean, Program Director, Registry, the course related faculty members and other Executive Academic Dean appointed attendees.

The Progression / Awards Board meets at the end of each module. It is the responsibility of this board to verify and to confirm all participants' grades and awards.

## E. Progression / Awards policy

To ensure continuity of planning, participants are provisionally enrolled for the entire program according to the progression sequence. The actual progression status will be confirmed by the Progression / Awards Board. The progression sequence cannot be changed.

Any intention of postponement or withdrawal from the following module's enrolment, must be expressed in writing to the Registry at least 6 weeks before the starting date of the following Academic Period, to obtain approval and guidance. Lack of or delayed written request may result in the charge of a late cancellation fee. Further details may be provided by the Accounting Office when needed.

For successful program completion, a participant may carry one failed course with a maximum of 2 credits, across the entire program's duration.

## F. Unfair practice

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

## G. Maintenance of academic standing

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

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

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

## H. Grade report and transcript

A grade report is issued on a module-by-module basis. It displays all courses studied. It will be communicated to the participants electronically via school appointed email address at the end of each module following the approval of the Progression / Awards Board.

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

## I. Keeping of academic records

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

## J. Transfer of credits

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

## K. Validity of registration

A participant's registration and earned credit remain valid for twice the length of their program's duration since the initial enrollment (unless determined otherwise by the Program Director or the Executive Academic Dean). The Applied Business Project submission can come in addition to the 2 years with an agreed submission deadline.

## L. Mitigation

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

## M. Attendance policy

Participants are expected to show commitment to their studies and take responsibility for their attendance, learning, group work and assessments in accordance with the mission of the graduate studies.

## N. Progression / Award appeals

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

- The decision made regarding a submitted mitigation request may be erroneous due to incomplete documentation.
- Substantiated irregularities in the delivery of the submission were not previously reported to the Progression / Awards Board.

### Note:

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

### The Procedure

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

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

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

## O. Withdrawal from EMBA

Participants are encouraged to complete the running module and all scheduled assessments, in order to obtain the relevant credits even if they plan to

permanently withdraw from the program and / or the school. However, if necessary, an early departure before the completion of the module can be requested by the participant and a departure planned after having completed an Exit Interview, with the departure date approved by the Program Director. Fees will not be refundable. The validity of the module is dependent upon the time of the withdrawal and the confirmation of the Progression / Awards Board at the end of the relevant module.

For participants who are unable or unwilling to complete the full program as originally enrolled, with the exception of those suspended or expelled for disciplinary reasons, an exit award may be issued depending on the module completion status, together with the final transcript if the following procedures and conditions are satisfied:

- having sent a written confirmation to the Registry regarding the decision to withdraw from the enrolled program permanently and having obtained the approval from the Program Director or the Executive Academic Dean.
- having satisfied the progression requirements of the relevant modules and obtained the credits.
- having cleared all admission, financial and legal obligations towards the school.

# 16. Administrators, faculty and staff

## A. Administration

### A.1 Management

Chief Executive Officer of Les Roches  
 Executive Academic Dean  
 Finance Manager  
 Director of Operations  
 Dean of Students  
 Head of IT Operations and Business Applications  
 HR Business Partner

Mr. Carlos Díez de la Lastra Buigues (MSc)  
 Dr. Dimitrios Diamantis (BA (Hons), MSc, PhD)  
 Mr. Pascal Métrailler (MSc)  
 Mrs. Joceline Favre-Bulle  
 Mr. Giovanni Odaglia (BBA (Hons), MSc)  
 Mr. Marc Jensen  
 Mrs. Cynthia Terlien (BA)

### A.2 Academic

Executive Academic Dean  
 Undergraduate Program Director  
 Graduate Program Director  
 Head of Quality Assurance and Academic Development  
 Librarian  
 Les Roches Innovation Project Leader

Dr. Dimitrios Diamantis (BA (Hons), MSc, PhD)  
 Mr. Wolf Magnus Gerstkamp (BBA, MBA)  
 Mr. Frank Gueuning (MBA)  
 Dr. Ruth Pühr (MA, MSc, EdD)  
 Ms. Cédrine Coquoz  
 Mr. Pablo García Sánchez (MBA)

### Academic Office

Executive Academic Assistant  
 Academic Management Assistant

Mrs. Julie Passera  
 Mrs. Isabelle Boisseau Sculati

### A.3 Other Departments

Data and Communication Specialist  
 Digital Media Manager  
 BBA 1 Program Coordinator  
 Learning Officer and Senior Lecturer

Mr. Alexander Small  
 Mr. Frans Andree  
 Mrs. Lisa (Beina) Zhu  
 Ms. Mariam Ninan (BA, MA)

### Accounting

Finance Manager  
 Student Accounting Officers

Mr. Pascal Métrailler  
 Ms. Miriam Martínez Gonzalez  
 Mr. Christopher Tran  
 Mr. Simon Dayen

AR Specialist

### Admissions and Visas

Admissions Officer  
 Visa-Permit Coordinator

Ms. Fanny Savioz  
 Mrs. Danielle Nendaz

### Career Services

Head of Career Services  
 Senior Career Counselors

Mrs. Stephanie Ruiz de Jongh  
 Mr. Alexandru Stoinea  
 Ms. Ivone Cheang  
 Ms. Gaia Aveta

Industry Relations Coordinator

### Facilities

Head of Front Office, Lodging and Housekeeping  
 Lodging Administrator  
 Receptionists

Mrs. Marta Miranda  
 Mr. Adrian Zurczak  
 Mrs. Anne Bobier

**Health and Wellbeing**

Head of Health and Wellbeing

Campus Nurse

**Housekeeping**

Housekeeping Manager

**Human Resources**

HR Business Partner

HR Officer

**Information Technology**

Senior IT Infrastructure Engineer

Senior IT Service Desk

IT Service Technician

**Marketing**

Marketing Manager

Alumni and Marketing Manager

**Registry and Academic Quality**

Head of Registry and Academic Quality

Deputy Registrar

Registry Officers

**Security**

Campus Security Coordinator

Night Security Officer

**SPARK/ Innovation**

Les Roches Innovation Project Leader

**Student Life**

Student Life Leaders

Student Life Coordinator

Mrs. Angela Williner

Mr. Paul Brauns

Ms. Dora Cardoso

Mrs. Cynthia Terlien

Ms. Franne Scheere

Mr. Simeao Silva

Mr. Flavio Miranda

Mr. Tiago Coelho

Ms. Diana Giudice

Ms. Charlotte Andrey

Mrs. Helen Ye-Ernotte

Ms. Emilie Gillioz

Ms. Aoife Dolan

Mr. Simon Teall

Mr. Franck Fouré

Mr. Jean-François Astolfi

Mr. Pablo Garcia Sánchez

Ms. Rosine F. Rey

Mrs. Patricia Martos

## 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 Service Instructor since 2012. Operatore Servizi Ristorativi nei Settori Sala, Bar, Istituto professionale di stato servizi alberghieri Mandralisca, Italia, (1998). Diploma Tecnico dei Servizi Ristorativi, Istituto professionale di stato servizi alberghieri Mandralisca, Italia, (2000). Formateurs d'Apprenti en Entreprise, Switzerland, (2010). WSET Level 2 Award in Wines and Spirits (Hons), International Wine and Spirits Centre, UK, (2014). Brevet fédéral de Sommelier, Switzerland, (2016). Master in Food and Beverage Management, Rome Business School, Italy, (2022).

#### Albrahimi, Albian

Assistant Professor since 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).

#### Avila, Franc

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

#### Carlson Blatti, Kirstin

Senior Lecturer since 2007 and Internship Coordinator. 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).

#### Chib, Sanjay

Associate Professor since 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, Royal Melbourne Institute of Technology University, Australia, (2013).

#### Darioly Carroz, Annick

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

#### Del Sol, Javier

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

#### Diamantis, Dimitrios

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

#### Gamberoni, Alexandre

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

#### Garcia Sánchez, Pablo

Senior Lecturer since 2009 and Les Roches Spark Project Leader. MBA in Business Administration, University of Liverpool, UK, (2013).

#### Germanier, Rachel

Associate Professor since 2005 and Senior Fellow of Advance HE since 2021. BSc (Hons) in Land Management, University of Reading, UK, (1991). MEd in Applied Linguistics (Open), Open University, UK, (2009). EdD, Open University, UK, (2013).

#### Gerstkamp, Wolf Magnus

Undergraduate Program Director BBA and Senior Lecturer since 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**

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

**Häubi, Della**

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

**Leaney, Michael**

Lecturer since 2004. B.Eng (Hons) in Combined Engineering, Coventry University, UK, (1992).

**McMath, Steven**

Senior Lecturer since 2008. Law Degree and a PGD in Legal Practice, Glasgow University, Scotland, (1994 / 1996). Higher Diploma in Accounting, Ayr College, Scotland, (1989). MBA in Finance and Accounting, University of Liverpool, UK, (2014).

**Meehan, Jonathan**

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

**Mottier, Ewa**

Associate Professor since 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).

**Ninan, Mariam**

Senior Lecturer since 2000. BA in Psychology,

University of Madras, India, (1984). Diplôme (MA) en Etudes de Développement, IUED, Switzerland, (1987).

**Puhr, Ruth**

Head of Quality Assurance and Academic Development and Senior Lecturer since 2006. MA in Music, Durham University, UK, (1993). MSc in Information Technology, Durham University, UK, (1995). Principal Fellow of the Higher Education Academy (PFHEA) since 2021. President of the Swiss Faculty Development Network (SFDN) since 2022. EdD in Higher Education Practice, University College London (2023).

**Qumsieh Mussalam, Gretel**

Associate Professor since 2015 and Dissertation Supervisor. BA in English Literature and Linguistics, Bethlehem University, Palestine, (1995). MSc in Translation and Interpretation, Heriot-Watt University, UK, (1996). PhD in Destination Marketing, University of Strathclyde, UK, (2001).

**Rosen, Arnaud**

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

**Van der Blom, Jan-Willem**

Senior Lecturer since 2015. Diploma in Hotel Management, SHA Hotel Management School Les Roches, Switzerland, (1992). MSc in Hospitality Leadership, Les Roches International School of Hotel Management, Switzerland, (2015).

**B.2 Practical Arts Instructor****Avedisova, Sabina**

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

**Beyer, Nicolas**

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

**Breau, Muriel**

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



**Contreras, David**

Culinary Instructor since 2021. License in Actuary & Operation Research, Universidad de las Americas, Mèxico, (1966). Diplôme en Arts Culinaire & Management de la Restauration, Institut Paul Bocuse, France, (2004).

**Gautier, Jean-Marc**

Culinary Senior Instructor since 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**

Service Instructor since 2022.

**Lakermance, Thierry**

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

**Müller, Benedicta**

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

**Ollier, Benjamin**

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

**Pinho, Rui**

Service Instructor since 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.

**Salas, Matteo**

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

**Schmidt, Matthias**

Senior Service Instructor since 2011. Staatlich geprüfter Restaurantfachmann, Staatliche Berufsschule

Rothenburg-Dinkelsbühl, Germany, (2001). Ausweis für Berufsbildner in Lehrbetrieben, Hotel and Gastro formation, Switzerland, (2012). Bereichsleiter Restauration mit eidgenössischem Fachausweis, Hotel and Gastro formation, Switzerland, (2013).

**B.3 Visiting Lecturer****Caon, Maurizio (Visiting Lecturer)**

Visiting Lecturer since 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).

**Cronin, Brendan (Visiting Lecturer)**

Visiting Lecturer since 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).

**Gustavsson-Crettenand, Ewonne (Visiting Lecturer)**

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

**Kitterlin-Lynch, Miranda (Visiting Lecturer)**

Visiting Lecturer since 2023. PhD in Hospitality Management, University of Nevada, USA, (2010). She's an Associate Professor and a Coca-Cola Endowed Professor at Florida International University. She's an Associate Editor for International Hospitality Review. She's a Research Fellow for Bloomin' Brands DEI Alliance and the Director of Networking, ICHRIE SECSA Federation.

**Krenzer, Philippe (Visiting Lecturer)**

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

**Kuchelmeister, Philip (Visiting Lecturer)**

Visiting lecturer since 2018. SHA Diploma, Les Roches,

Switzerland, (2008). BBA in Hospitality Management with Honors and Distinction, Les Roches Crans-Montana, Switzerland, 2009. Director of Revenue with Kempinski (2010-2016). Owner and Founder of Hotellistat (2016-now), a Software Company providing Revenue Management and BI to Hotels.

**Landrum, Nancy (Visiting Lecturer)**

Visiting Lecturer since 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).

**McMath, Nicola (Visiting Professor)**

Visiting Professor since 2021.

**Morales, Lucia (Visiting Lecturer)**

Visiting Lecturer since 2022. MSc in Applied Economics, Universidad de La Laguna, Spain, (2002). MSc in Financial Service, University of Limerick, Ireland (2005). PhD in Economics (University of Limerick), Ireland, (2009). MSc in Financial Services, University of Limerick, Ireland, (2009). MSc in International Financial Markets, Universidad Nacional de Educación a Distancia, Spain, (2015). MSc in Education, Technological University Dublin, Ireland, (2022). Active Researcher and Doctoral Supervisor in the fields of Economics, Finance, Data Analysis, Education and Sustainability.

**Morange, Julien (Visiting Lecturer)**

Visiting Lecturer since 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).

**Papadimitriou, Pavlos (Visiting Lecturer)**

Visiting Lecturer since 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.

**Toitot, Frederic (Visiting Lecturer)**

Visiting Lecturer since 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 (HSMIAI).

**Zwissig, Iris (Visiting Lecturer)**

Visiting Lecturer since 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).

During the academic semester other visiting faculty appointments may occur.



**R**

