Les Roches

ACADEMIC CATALOG

UNDERGRADUATE - GRADUATE

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 Higher Education
Institution 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.

(Last publication date: February 2024)

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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.

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

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1.
A Warm Welcome to the World of Hospitality

Welcome to Les Roches! Whether it is at the beginning of an immersion into the exciting world of hospitality or as a further step towards opening new frontiers and opportunities in the best companies and projects in the world, today we begin a joint commitment towards developing the exceptional skills and personal virtues that make Les Roches and the professionals and students who work and train with us the best references in the pure essence of business and hospitality management.

When we approach the world of hospitality as professionals, we are often unaware that we are becoming part of one of the most important professional sectors in the world. After only the public sector, the hospitality industry is the world's largest employment generator, accounting for 10% of global GDP, 10% of global employment and more. Hospitality is not just about doing business; it is an attitude, a state of mind, the art of service, the willingness to please and to take care of one another.

Les Roches aims to continue to be one of the world's leading sources of management talent, training professionals specialized in business management and development, where experience and excellent customer service are key differentiators. Our aim is to meet the needs of the world's leading hospitality and luxury services companies. We develop people and leaders who change the world through their example of personal and professional leadership and human excellence. We cultivate leaders who, in addition to their excellence in hospitality, have a differential point, which is their creativity and eagerness to explore new possibilities for hospitality through open-source innovation.

Les Roches, 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 strength and excellence of the traditional Swiss model in the training of professionals, with the immersive and transformative experiences at our campuses in two of the most important luxury resorts in the world, the Swiss Alps (Crans-Montana) and the Spanish Costa del Sol (Marbella). It combines the ability to interact and lead teams in customer service businesses in the luxury sector 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 stands out worldwide in this sense and involves some of the most promising companies and projects, providing our students with an ecosystem that helps them to be especially well-prepared for the future challenges of the sector.

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 contributes to our world-renowned ability to train leaders who excel at managing high performance teams and delivering excellent customer service. Our outstanding faculty, recruited from all over the world, support the development of our students and encourage them to reach their full potential.

Today, Les Roches Hospitality graduates are sought after by some of the world's leading hospitality and guest services companies. More than 100 international companies recruit directly from our campuses each semester, offering exciting job opportunities and rewarding careers, enriching the already powerful network of more than 18,000 managers, entrepreneurs and professionals working around the world, who today join the active network of Les Roches alumni in more than 120 countries.

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

We look forward to welcoming you to Les Roches.

Mr. Carlos Díez de la Lastra Buigues

Chief Executive Officer, Les Roches Global

2.
History of 'Ecole des Roches'

1954

Formation of Les Roches International School in Switzerland

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

1979

Name Change to Les Roches Hotel and Tourism School

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

1985

Swiss Campus Destroyed by Fire

Les Roches Crans-Montana campus was virtually destroyed by a fire in April. Despite considerable damage to the property and its contents, the school only lost one day of classes as arrangements were immediately made to house students and teaching facilities in three hotels in Montana. 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 premier destinations for luxury tourism, Les Roches Marbella gave students the chance to study the latest hospitality trends in beautiful surroundings.

2000

Acquisition by Sylvan Learning Systems (Laureate Education Inc.)

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

2004

Les Roches Jin Jiang (LRJJ) Opens in Shanghai, China

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

An Accreditation First in Marbella

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

2005

A New Accreditation Earned

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

2006

Swiss Campus Growth

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

2007

A New Name and Fresh Recognition for Les Roches

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

New Quality Standard in Spain, New Facilities in Switzerland

Les Roches Marbella was awarded Quality Certification in Management Systems UNE/EN/ISO 9001:2000 by the European Quality Assurance (EQA) for complying with international quality standards. EQA is an international certification body accredited by the Entidad Nacional de Acreditación (ENAC) and the United Kingdom Accreditation Service (UKAS). In the same year, Les Roches Crans-Montana opened a new and modern library

complex, auditorium and specially designed front office and rooms division laboratory.

2009

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

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

2010

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

2011

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

2014

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

2016

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

2018

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

2020

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

2022

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

2023

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

Today

Continuing Excellence and Expanding Horizons
Les Roches is consistently ranked among the top five institutions worldwide for hospitality and leisure management

(QS World University Rankings 2023). Having been 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.

Les Roches Abu Dhabi Campus
In collaboration with The Department of Culture and Tourism - Abu Dhabi (DCT Abu Dhabi), Les Roches is thrilled to bring Swiss-quality hospitality education to the United Arab Emirates. The new campus, Abu Dhabi Hospitality Academy – Les Roches, is scheduled to open its doors in September 2024.

3.
Statement of General Purposes

Les Roches is a co-educational institution accredited by the New England Commission of Higher Education (NECHE), offering higher education programs. 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 institution and by regular periods of internship in recognized hotels, restaurants or related institutions. Students' intellectual abilities are further developed through the general education component of the undergraduate program.

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

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

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

Academic Catalog

4.
Vision and Mission

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

A.   Les Roches' Vision and Mission

Vision

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

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

Mission

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

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

B.   Campus Purpose and Culture

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

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

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

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

5.
Affiliations, Accreditation, Recognitions and Memberships

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

A. 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.

— has the ability to continue to achieve its purposes

B. State (Canton) of Valais Department of Education

Recognized as a degree-awarding institution by the education department of the Canton of Valais (Les Roches Crans-Montana).

Les Roches has officially been accepted as a candidate for Swiss federal accreditation as a University of Applied Sciences Institute. This represents a significant milestone in the journey toward Swiss Institutional Accreditation. The accreditation process for the Swiss University of Applied Sciences Institute is currently in progress.

C. Articulation Agreements

The following schools are recognized by the institution:

Canada:

— Douglas College

— Cornerstone Community College

— PICA

— Royal Bridge College

— Royal Roads

Caribbean:

— Caribbean Hotel Tourism Assoc Education Foundation

China:

— Beijing Hospitality Institute

— Hospitality Institute of Sanya

— Instituto Formacao Tourismo

— International Business School Beijing Foreign Studies University

— Ningbo Huamao International School

Ecuador:

— Universidad San Francisco de Quito

Germany:

— German Apprenticeship with Abitur

— German Apprenticeship without Abitur

Global:

— International Baccalaureate in Career Programs

Greece:

— Business College Athens

Hong Kong:

— HKU Space

India:

Institute of Hotel Management Aurangabad

Italy:

— IATH

Japan:

— Japan Hotel School

Jordan:

— RACA

Kenya:

— IHTI

Malaysia:

— Kolej Poly-Tech Mara

— Taylors University

— UCSI

Peru:

— UPC

Singapore:

— SHATEC

— TEMASEK

Thailand:

— AIHM

Tunisia:

— Mediterranean School of Business

United States of America:

— Endicott College

— UNLV

— Edmonds Community College

D. Other Recognitions / Memberships

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

— Advance HE

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

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

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

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

— Association of Directors of Hotel Schools (EUHOFA)

— Association of Slow Food (LRCM only)

— Blue standard by Oceanic Global (LRCM only)

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

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

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

— Council of International School (CIS) (LRM only)

— European Council on International Schools (ECIS)

— Instituto Tecnológico Hotelero - ITH (LRM only)

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

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

— Member of diverse Chambers of Commerce (LRM only)

— Skal International Association Marbella (LRM only)

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

— UN World Tourism Organization (UNWTO)

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

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

Other Recognitions:

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

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

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

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

6.
Entry Requirements

A. Undergraduate Program (First Cycle)

A.1 General Admission Criteria

1. Holding an accredited Secondary Education Diploma (Senior High School level – please refer to example titles in Section B).

    a. Students with a Swiss Maturité Spécialisée / Professionnelle relevant to the field of study (or equivalent vocational qualification from other countries) may apply for exemption from the first year of undergraduate study.

    b. Students with at least one year of work experience relevant to the field of study may apply for exemption from the first year of undergraduate study, upon validation, approval and conditions set by the Admissions.

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

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

NB:

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

— For students who are unable or unwilling to complete the program originally enrolled, an exit award[2] may be issued as conclusion of their study providing that specific conditions are met. Please refer to the "Withdrawal from the Institution" in the Academic regulation section for ample details.

A.2 Required Documents for a Duly Completed Application

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

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

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

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

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

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

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

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

A.3 For Candidates Transferring from Other Institutes Directly onto Either Semester 3, 4, 6, 7 of the Les Roches Bachelor's Degree 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 Assistant Dean of Undergraduate Program / Academic Director, will review and assess credit transfer and entry point.

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

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

2. Not recognized by Canton of Valais

B.   Secondary Education Qualifications
Permitting Entry to the Undergraduate Program
(First Cycle)

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

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

Reference   https://www.ecctis.com (NARIC)

C.   Graduate Programs (Second Cycle)

C .1 Program Titles and General Admission Criteria

Program Titles	Academic Qualification	Professional Experience	English Proficiency	Minimum age at the entry date
Master's in International Hotel Management (MIHM - LRM only)	Bachelor required	Not compulsory	Proficient for Higher Education Studies. Please refer to Section G	21
Master's in Marketing and Management for Luxury Tourism (MMMLT - LRM only)	Bachelor required	Not compulsory		21
Master's in Sports Management and Events (MSME - LRCM only)	Bachelor required	Not compulsory		21
Master's in Hospitality Strategy and Digital Transformation [1] (MHSDT -LRCM only)	Bachelor required	Not compulsory		21

[1] MHSDT will be discontinued after 2024.1

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

– For students who are unable or unwilling to complete the program originally enrolled, an exit award[1] may be issued as conclusion of their study providing that specific conditions are met. Please refer to the "Awards and minimum credits per program" in the Academic regulation's sections for ample details.

C.2   Required Documents for a Duly Completed Application

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

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

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

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

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

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

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

D.   Postexperience Programs (Continuing Further and Executive Education)

D .1 Program Titles and General Admission Criteria

Program Titles	Academic Qualification	Professional Experience	English Proficiency	Minimum age at the entry date
Postgraduate Diploma in International Hospitality Management (PGD IHM- LRCM and LRM)	Bachelor recommended*	2+ years		21
Postgraduate Diploma with Specialization (PGD - LRCM and LRM)	Bachelor recommended*	2+ years		21
Master's in Hospitality Management with Specialization (MHM - LRCM and LRM)	Bachelor recommended	2+years	Proficient for Higher Education Studies.	21
Master of Business Administration (MBA) in Global Hospitality Management (MBA - LRCM only)	Bachelor required	2+ years	Please refer to Section G	23
Executive Master's in International Hotel Management (EMIHM - LRM only)	Bachelor recommended	5 years		N/A**
Executive Master of Business Administration (EMBA) in Global Hospitality Management (EMBA - LRCM only)	Bachelor recommended	8 years		28

 * Students without a bachelor's degree can access the Postexperience Programs and will receive a Professional Development Diploma, Senior High School Diploma equivalent or higher with 5+ years' experience required.

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

NB:

— The major of Academic Qualification 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 (HIP) before starting the intended program.

— For students who are unable or unwilling to complete the program originally enrolled, an Exit award[1] may be issued as conclusion of their study providing that specific conditions are met.

— Upon successful completion of the Postgraduate 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 the "Withdrawal from the Institution" in the Academic regulation's sections for ample details.

D.2 Required Documents for a Duly Completed Application

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

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

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

4. English language exam scores (issued within 24 months of the intended intake period)[1] if applicable.

5. Study / Post-Study Plan: A 300-word essay, signed and dated, highlighting experiences, leadership, areas of development, and future aspirations for a career in the hospitality industry, and why the candidate wants to study with Les Roches (not applicable for any executive programs).

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

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

compliance with the institution financial policy.

Pre-Program

E. Intensive Hospitality English Language Program (IHELP)

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

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

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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.

F.   English Learning Language Equivalency Table

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

G.1 For Undergraduate Program (First Cycle)

Program	TOEFL Paper / internet	IELTS Overall average	CAMBRIDGE Type: grade (points)	DUOLINGO Score
Bachelor's*	525 / 70	5.5	FCE: grade C (minimum 160 points) CAE: minimum 160 points	110 no component under 100

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

Pre-Program option	TOEFL Paper / internet	IELTS Overall average	CAMBRIDGE Type: grade (points)	DUOLINGO Score
With IHELP 6 (LRCM only)	500 / 60	5.0	FCE: B1 (minimum 153 points)	105 No component under 95
With IHELP 15 (LRM only)	450 / 45	4.5	PET: grade C	100 no component under 90

* Applicant for LRM bilingual entry to the Bachelor's Degree program, please refer to the bilingual program section in the Academic Regulation chapter for the language level requirements.

G.2 For Graduate Program (Second Cycle), and Postexperience Programs (Continuing, Further and Executive Education)

Program	TOEFL Paper / internet	IELTS Overall average	CAMBRIDGE Type: grade (points)	DUOLINGO Score
MIHM (LRM only) PGD (LRCM and LRM) MBA (LRCM only) MMMLT (LRM only) EMIHM (LRM only) EMBA (LRCM only)	550 / 80	6.0	FCE: grade A (minimum 180 points) CAE: grade C (minimum 180 points)	115 no component under 105

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

Pre-Program option	TOEFL Paper / internet	IELTS Overall average	CAMBRIDGE Type: grade (points)	DUOLINGO Score
With IHELP 6 (LRCM only)	525 / 70	5.5	FCE: grade C (minimum 160 points) CAE: minimum 160 points	110 no component under 100
With IHELP 15 (LRM only)	500 / 60	5.0	FCE: B1 (minimum 153 points)	105 No component under 95

NB:

– TOEFL testing code: "9827" for LRCM; "B941" for LRM; please mention it when you register for a test.

– IELTS: 4 tested components (writing, reading, speaking, listening). Each subcomponent can be 0.5 less than the required average but not lower.

– Cambridge: PET (Preliminary English Test); FCE (First Certificate in English); CAE (Certificate in Advance English).

– Duolingo: 4 tested components (literacy, comprehension, conversation, production).

– Exemptional consideration: candidates may be exempted from having to provide the English certificate / scores if they are a native English speaker or have studied at least 2 years in full time English education prior to the intake. For Executive programs, this exemption also extends to candidates who were assessed and deemed proficient during the entry interview or have spent at least 2 years working in a company where English is the primary language.

G. Health, Wellbeing and Learning Support

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

The following area of services are available on campus:

— Physical and Medical support

— Counselling support

— Academic learning support

G.1 Physical and Medical Support

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

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

G.2 Counselling Support

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

G.3 Academic Learning Support

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

The following 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 institution supporting staff individually. It is to be understood that the level of support may not be equal or stronger than what the students may have experienced in their earlier schooling system.

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

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

H. Progression Process

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

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

7.

Academic Partners and Association Agreement

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

Academic Association and Affiliation Agreements

— Asian Institute of Hospitality Management, Thailand

— Indian School of Hospitality, India

— Mountain Education Group, China

8.

Calendars

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

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

9.
Academic Programs

Undergraduate Program (First Cycle)

A. Bachelor of Business Administration in Global Hospitality Management [1]

The Bachelor of Business Administration in Global Hospitality Management is an 8-semester, full-time degree program, open to students who successfully meet the admission requirements.

The final 3 semesters of study develop strategic and management skills that are both relevant to the industrial setting in which students are destined to work and are a prerequisite for possible postgraduate studies at a later date. There are 125 US credits in the full 4-year program. Four separate specializations / awards are offered to students to allow them to develop areas of special interest.

A.1 Program Objectives

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

Learning Outcomes

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

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

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

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

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

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

1. Les Roches Marbella (LRM) offers the option of studying in a bilingual format. Students can study in both English and Spanish, with select courses taught in Spanish. To support language proficiency, students focus on English courses instead of foreign language electives.

A.2 Program Content: Bachelor of Business Administration in Global Hospitality Management

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

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

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

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

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

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

Semester 2: "Practical Hospitality Immersion (Internship)"

Course No.	Course Name	Credits	
		US	ECTS
INT P871	Professional Development I	8	16
INT P872	Reflection on Practice I	7	14
	Total Credits	**15**	**30**

Semester 3: "Foundations of Hospitality Excellence"

Course No.	Course Name	Credits	
		US	ECTS
ENT 1401	Hospitality Innovation Project 1.0	0	0
TRM 1801	Principles of Sustainability and Innovation	1	2
FIN 1501	Hospitality Financial Accounting	2	4
HRM 1701	Human Resources and Diversity in the Global Workplace	2	4
MKT 1601	Marketing for the Hospitality Industry	2	4
GEN 1901	Academic Communication Skills	1.5	3
GEN 1902	Fundamentals of Economics	2	4
GEN 1905	Fundamentals of Data Visualization	1.5	3
	Elective [1]	3	6
	Total Credits	**15**	**30**

*** Hospitality Innovation Project 1.0' LRCM only*

Semester 4: "Towards Exceptional Guest Experience"

Course No.	Course Name	Credits	
		US	ECTS
ENT 2401	Hospitality Innovation Project 2.0	0	0
FBM 2201	Food and Beverage Management	2	4
HRM 2701	Leading Teams to Success	2	4
RDM 2301	Revenue and Pricing Management	2	4
MKT 2601	Customer Experience in a Digital Age	2	4
RDM 2303	Rooms Inventory and Control Management	2	4
TRM 2801	Tourism Principles and Practices	2	4
	Elective [1]	3	6
	Total Credits	**15**	**30**

*** 'Hospitality Innovation Project 2.0' LRCM only*
*** Fundamentals of Economics' included in LRM, total US credits: 17*

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

Semester 5: "Practical Hospitality Management (Internship)"

Course No.	Course Name	US	ECTS
INT 3871	Professional Development II	5	10
INT 3872	Reflection on Practice II	5	10
	Total Credits	**10**	**20**

Semester 6: "Hospitality Analytics for Leaders"

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

*** 'Hospitality Innovation Project 3.0' LRCM only*
*** "Sustainable Facilities Design" replaced by "RDM 4301 Revenue and Pricing Management" in LRM*
*** "GEN 4906 Fundamentals of Economics" in LRCM & second elective in LRM added as credit adapter*

Semester 7: "Leadership, Strategy and Innovation"

-Choose 1 Specialization-

Hospitality Entrepreneurship Specialization (LRCM only)

Course No.	Course Name	US	ECTS
ENT 5401	Innovation Practices in Hospitality and Tourism	3	6
ENT 5402	Legal and Ethical Considerations for Start-up Projects	3	6
ENT 5403	Financial Intelligence for Entrepreneurs	3	6
ENT 5404	Start-Up Marketing for Entrepreneurs	3	6
	Elective [1] * 2 Electives for all students | Honors: 1 Elective + Mandatory Dissertation	6/9	12/18
	Total Credits	**18/21**	**36/42**

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

Hotel Financial Performance Management Specialization (LRCM only)

Course No.	Course Name	Credits	
		US	ECTS
FIN 5501	Performance Management	3	6
FIN 5502	Corporate Financial Decision Making	3	6
FIN 5503	Hospitality Finance Forecasting and Modeling	3	6
FIN 5504	Applied Investment and Hospitality Business Valuation	3	6
	Elective [1] * 2 Electives for all students | Honors: 1 Elective + Mandatory Dissertation	6/9	12/18
Total Credits		**18/21**	**36/42**

Entrepreneurship and Business Development Specialization (LRM only)

Course No.	Course Name	Credits	
		US	ECTS
RDM 5301	SME Business Planning	3	6
RDM 5302	SME Management	3	6
FIN 5505	Maximizing Return on Investment	3	6
FIN 5506	Advanced Finance and Budgeting	3	6
	Elective [1] * 2 Electives for all students | Honors: 1 Elective + Mandatory Dissertation	6/9	12/18
Total Credits		**18/21**	**36/42**

Developing and Managing Resorts Specialization (LRM only)

Course No.	Course Name	Credits	
		US	ECTS
TRM 5801	Project Management for Resort Properties	3	6
TRM 5802	Introduction to Golf Club Management	3	6
TRM 5803	Spa, Health and Wellness in Resorts	3	6
TRM 5804	Resort Management and Operations	3	6
	Elective [1] * 2 Electives for all students | Honors: 1 Elective + Mandatory Dissertation	6/9	12/18
Total Credits		**18/21**	**36/42**

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

Digital Marketing Strategies Specialization (LRM)

Course No.	Course Name	Credits	
		US	ECTS
MKT 5285	Marketing 4.0	2	4
MKT 5282	Innovative Sales Strategies	2	4
MKT 5283	Digital Marketing and Content Creation	2	4
MKT 5286	Global Strategic Marketing	2	4
	Elective [1] * 2 Electives for all students | Honors: 1 Elective + Mandatory Dissertation	6/9	12/18
Total Credits		**18/21**	**36/42**

Digital Marketing Strategies Specialization (LRCM)

Course No.	Course Name	Credits	
		US	ECTS
MKT 5601	Innovative Sales Strategies	3	6
MKT 5602	Marketing 5.0	3	6
MKT 5603	Global Strategic Marketing	3	6
MKT 5604	Digital Marketing and Media Engagement	3	6
	Elective [1] * 2 Electives for all students | Honors: 1 Elective + Mandatory Dissertation	6/9	12/18
	Total Credits	**18/21**	**36/42**

Luxury Hospitality Management Specialization (LRCM and LRM)

Course No.	Course Name	Credits	
		US	ECTS
HOS 5801	Managing Luxury Hospitality Establishments	3	6
HOS 5802	Ultra-Luxury Hospitality Products and Destinations	3	6
HOS 5803	Sustainable Design and Eco Luxury Experiences	3	6
MKT 5605	Luxury Brand Management and Communication in Hospitality	3	6
	Elective [1] * 2 Electives for all students | Honors: 1 Elective + Mandatory Dissertation	6/9	12/18
Total Credits		**18/21**	**36/42**

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

***New Curriculum Overview for the 2024.1 Bachelor's Degree Intake: Semesters 7 & 8

Semester 7: "Leadership, Strategy and Innovation"

Choose 1 specialization listed on the previous page (*2 credits each, 8 total) and the courses below.

Course Name	Credits	
	US	ECTS
*Specialization Courses	8	16
Leadership & Talent Management	2	4
Sustainability and Innovative Applications	2	4
Advanced Methods of Research Inquiry	1	2
Elective (General Education)	2	4
Total Credits	**15**	**30**

Semester 8: "Real World Application (Work-Based Research or Academic Deep Dive)"

Course Name	Credits	
	US	ECTS
Option 1	**Launch your Career**	
Work-Based Research	9	18
Work-Based Research Reflection Report	6	12
Option 2	**Academic Deep Dive**	
Bachelor Dissertation	6	12
Electives (4-5 electives, max 9 credits)	9	18
Total Credits	**15**	**30**
Total Credits for Bachelor's Degree	**125**	

***The specific electives for Semester 7-8 are currently under review.
A comprehensive list of elective courses will be provided in the
upcoming updates.

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

Course No.	Course Name	Credits	
Semester 1		US	ECTS
GEN P961	French 1	2	-
GEN P971	German 1	2	-
GEN P981	Spanish 1	2	-
GEN P991	Mandarin 1	2	-
Semester 3			
GEN 1961	French 2	3	6
GEN 1971	German 2	3	6
GEN 1981	Spanish 2	3	6
GEN 1991	Mandarin 2	3	6
GEN 1903	Global Culinary History	3	6
Semester 4			
GEN 2961	French 3	3	6
GEN 2971	German 3	3	6
GEN 2981	Spanish 3	3	6
GEN 2991	Mandarin 3	3	6
GEN 2901	Sensorial Design Experiences	3	6
GEN 2902	The Psychological Dimensions of Wellbeing	3	6
Semester 6			
GEN 4961	French 4	2	4
GEN 4971	German 4	2	4
GEN 4981	Spanish 4	2	4
GEN 4991	Mandarin 4	2	4
GEN 4902	Models for Problem Solving and Decision Making	2	4
GEN 4903	Culture and Society	2	4
GEN 4904	Environmental Studies	2	4
GEN 4910	World of Wine and Viticulture	2	4
Semester 7			
GEN 5901	Politics and International Affairs	3	6
GEN 5902	People Conflict and Negotiation	3	6
GEN 5903	Law in the 21st Century	3	6
GEN 5904	The Science and Culture of Gastronomy	3	6
HOS 5804	Event Operations and Project Management	3	6
HOS 5805	Health and Wellness Management	3	6
DIS 5950	Dissertation	6	12

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

Course No.	Course Name	US	ECTS
Semester 1			
GEN PM81	Spanish 1	2	-
GEN PM82	Spanish 2	2	-
GEN PM71	German 1	2	-
GEN PM61	French 1	2	-
GEN PM62	French 2	2	-
GEN P903	Effective Communication Skills	1.5	-
GEN P904	Interpersonal Communication Skills	1.5	-
Semester 3			
GEN 1M62	French 2	3	6
GEN 1M63	French 3	3	6
GEN 1M72	German 2	3	6
GEN 1M82	Spanish 2	3	6
GEN 1M83	Spanish 3	3	6
Semester 4			
GEN 2M63	French 3	3	6
GEN 2M64	French 4	3	6
GEN 2M73	German 3	3	6
GEN 2M83	Spanish 3	3	6
GEN 2M84	Spanish 4	3	6
GEN 2M91	Mandarin 1	3	6
Semester 6			
GEN 4907	Events Management	2	4
GEN 4908	Handling Change and Digital Transformation	2	4
GEN 4909	Sustainable Development in a Globalized World	2	4
GEN 4902	Models for Problem Solving and Decision Making	2	4
Semester 7			
DIS 5950	Dissertation	6	12
GEN 5909	Influencing Through Communication	3	6
GEN 5905	Handling Challenging Times	3	6
GEN 5906	Strategic Human Resources	3	6
GEN 5907	Responsible Global Citizen and Socially Responsible Organizations	3	6
GEN 5908	Convention and Trade Fair Planning	3	6

***Can be taken on semester 1/2/4 for students who are already *proficient in the languages of the elective options

GEN 1245/2245/3245	Creativity and Innovation	3	6
GEN 1120/2120/3120	Introduction to Modern Architecture	3	6

*** Elective Courses for Bilingual Group

GEN 1138	English Language and Communication I	3	6
GEN 1139	English for the Hospitality Industry 1	0	0
GEN 1140	English for the Hospitality Industry 2	0	0

B. General Education

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

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

B.1   Program Objectives

This mission can be further expressed in these goals:

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

2. To foster individual development.

3. To develop cultural awareness and understanding.

4. To develop skill in critical thinking.

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

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

Learning Outcomes

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

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

2. Understand and use 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.

B.2   Program Content

Arts and Humanities

Course No.	Course Name
GEN P901/GEN P903	Effective Communication Skills
GEN P904	Interpersonal Communication Skills (elective) (LRM only)
GEN P961/GEN PM61	French 1
GEN P971/GEN PM71	German 1
GEN P991/GEN2M91	Mandarin 1
GEN P981/GEN PM81	Spanish 1
GEN 1903	Global Culinary History (LRCM only)
GEN 1904	Human Diversity (LRCM only)
GEN 1901	Academic Communication Skills
GEN 1961/GEN PM62	French 2
GEN 1971/GEN 1M72	German 2
GEN 1981/GEN 1M82	Spanish 2
GEN 2161	Mandarin 2 (LRCM only)
GEN 2961/GEN 1M63/ GEN 2M63	French 3
GEN 2971/GEN 2M73	German 3
GEN 2981/GEN 2M83- 1M83	Spanish 3
GEN 2991	Mandarin 3 (LRCM only)
GEN 4961/GEN 2M64	French 4
GEN 4171	German 4 (LRCM only)
GEN 4981/2M84	Spanish 4
GEN 4160	Mandarin 4 (LRCM only)
GEN 1119/2119/3119	Introduction to Fine Arts (elective) (LRM only)
GEN 1120	Introduction to Modern Architecture (elective) (LRM only)
GEN 1121/2121/3121	Introduction to Photography and Visual Language (elective) (LRM only)
GEN 5902	People, Conflict and Negotiation (LRCM only)
GEN 5904	Influencing Through Communication (elective) (LRM only)
GEN 5903	Law in the 21st Century (LRCM only)
GEN 1138	English Language and Communication I (elective, Bilingual group) (LRM only)
GEN 1139	English for the Hospitality Industry 1 (elective, Bilingual group) (LRM only)
GEN 1140	English for the Hospitality Industry 2 (elective, Bilingual group) (LRM only)

Math, Science and Technology

Course No.	Course Name
GEN P902	Numerical Skills
GEN 1905	Fundamentals of Data Visualization
GEN 4905	Data Analytics for Business Optimization
GEN4902	Models for Problem Solving and Decision Making

Social Sciences

Course No.	Course Name
GEN 2903	World of Wine and Viticulture (LRCM only)
GEN 2245/3245/4245	Creativity and Innovation (elective) (LRM only)
GEN 2901	Sensorial Design Experiences (LRCM only)
GEN 2902	The Psychological Dimensions of Wellbeing (LRCM only)
GEN 1902/2904	Fundamentals of Economics
GEN 4909	Sustainable Development in a Globalized World (elective) (LRM only)
GEN 4908	Handling Change and Digital Transformation (elective) (LRM only)
GEN 4907	Events Management (elective) (LRM only)
GEN 4901	Methods of Research Inquiry
GEN 4903	Culture and Society (LRCM only)
GEN 4904	Environmental Studies (LRCM only)
GEN 5901	Politics and International Affairs (LRCM only)
GEN 5904	The Science and Culture of Gastronomy (LRCM only)
GEN 5905	Handling Challenging Times (elective) (LRM only)
GEN5907	Responsible Global Citizen and Socially Responsible Organizations (elective) (LRM only)
GEN5906	Strategic Human Resources (elective) (LRM only)
GEN5908	Convention and Trade Fair Planning (elective) (LRM only)

Professional Development

Course No.	Course Name
INT P871	Professional Development I (specific General Education components)
INT P872	Reflection on Practice I (specific General Education components)
INT 3871	Professional Development II (specific General Education components)
INT 3872	Reflection on Practice II (specific General Education components)
DIS 5950	Dissertation

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

Graduate Programs (Second Cycle)

Graduate Degree Philosophy

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

Postgraduate Programs

C.   Master's in International Hotel Management (LRM only)

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

D.1   Program Objectives

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

Learning Outcomes

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

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

C.2 Program Content

***MIHM Curriculum 2023.2

Semester 1: MIHM

Course No.	Course Name	Credits	
		US	ECTS
MIH 7120	Food and Beverage Practical: Service and Kitchen Operations	0	0
MIH 7121	Rooms Division Practical: Housekeeping and Front Office	0	0
MIH 7122	Design and Facilities Management	2	4
MIH 7123	Finance and Performance Management for Hotels	3	6
MIH 7124	Food and Beverage Operations Management	3	6
MIH 7125	Global People Management in Hospitality	3	6
MIH 7126	Rooms Division Operations Management	4	8
MIH 7127	Services Marketing in a Digital Age	3	6
	Total Credits	**18**	**36**

Semester 2: MIHM

Course No.	Course Name	Credits	
		US	ECTS
MIH 7220	Applied Project	4	8
MIH 7221	Entrepreneurship and Business Modelling for Hotels	3	6
MIH 7222	Event Design and Management	3	6
MIH 7223	Revenue and Asset Management for Hotels	3	6
MIH 7224	Strategic Hotel Management in a Global Environment	3	6
MIH 7225	Sustainability in Business Development	3	6
	Total Credits	**19**	**38**

Semester 3: MIHM - Internship

Course No.	Course Name	Credits	
		US	ECTS
MIH 7320	Reflection on Practice	1.5	3
MIH 7321	Professional Development	1.5	3
	Total Credits	**3**	**6**
	Total Credits for Master's in International Hotel Management	**40**	**80**

*** MIHM New Curriculum Overview for 2024.1 Intake*

Semester 1: MIHM

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

Semester 2: MIHM

Course No.	Course Name	Credits	
		US	ECTS
MIH 7226	Business Field Trip	1	2
	Leadership and Talent Management	2	4
MIH 7221	Entrepreneurship and Business Modelling for Hotels	2	4
MIH 7222	Event Design and Management	3	6
MIH 7223	Revenue and Asset Management for Hotels	3	6
MIH 7224	Strategic Hotel Management in a Global Environment	2	4
MIH 7225	Sustainability in Business Development	2	4
	Total Credits	**15**	**30**

Semester 3: MIHM - Internship

	Course Name	Credits	
		US	ECTS
MIH 7320	Applied Research Project	15	30
	-OR-		
MIH 7321	Internship & Portfolio	15	30
	Total Credits for Master's in International Hotel Management	**45**	**90**

D.   Master's in Marketing and Management for Luxury Tourism (LRM only)

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

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

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

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D.1   Program Objectives
The aim of the Master is to expose students to an understanding of the luxury tourism industry and its characteristics and segments to provide them with a competence in market research and data analytics.

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

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

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

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

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

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

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

E.2   Program Content

***MMMLT Curriculum 2023.2

Semester 1: MMMLT

Course No.	Course Name	Credits US	ECTS
MLT 8101	Marketing Concepts	2	4
MLT 8102	Sustainable Luxury and Ethics	2	4
MLT 8103	Luxury Fashion and Lifestyle Trends	3	6
MLT 8104	Experiential Marketing	2	4
MLT 8105	Agile Digital Marketing for Luxury Business	3	6
MLT 8106	Strategic Data Analytics for Decision Making	3	6
MLT 8107	Customer Relationship Management in Luxury	2	4
	Total Credits	**17**	**34**

Semester 2: MMMLT

Course No.	Course Name	Credits	
		US	ECTS
MLT 8206	Applied Project	4	8
MLT 8201	Building Luxury Brand Equity	3	6
MLT 8202	Financial Statement Analysis and Performance Management	3	6
MLT 8203	Strategy and Value Creation in Luxury	3	6
MLT 8204	Leadership and Talent Management	3	6
MLT 8205	Luxury Event Management and Communication	3	6
	Total Credits	**19**	**38**
	Total Credits for Master's in Marketing and Management for Luxury Tourism	**34**	**68**

Semester 3: MMMLT - Optional Internship

Course No.	Course Name	Credits	
		US	ECTS
MLT 8301	Reflection on Practice	1.5	3
MLT 8302	Professional Development	1.5	3
	Total Credits	**3**	**6**
	Total Credits for Master's in Marketing and Management for Luxury Tourism + Internship	**37**	**74**

***MMMLT New Curriculum Overview for 2024.1 Intake

Semester 1: MMMLT

Course No.	Course Name	Credits	
		US	ECTS
MLT 8101	Marketing for Luxury Tourism	2	4
MLT 8102	Sustainable Luxury and Ethics	2	4
MLT 8103	Luxury Fashion and Lifestyle Trends	2	4
MLT 8104	Experiential Marketing	3	6
MLT 8105	Innovation and Digital Transformation in Luxury	2	4
MLT 8106	Strategic Data Analytics for Decision Making	2	4
MLT 8107	Customer Relationship Management in Luxury	2	4
	Total Credits	**15**	**30**

Semester 2: MMMLT

Course No.	Course Name	Credits	
		US	ECTS
	Designing Luxury Customer Experience	2	4
MLT 8201	Building Luxury Brand Equity	2	4
MLT 8202	Corporate Finance for Luxury Firms	2	4
MLT 8203	Strategy and Value Creation in Luxury	2	4
MLT 8204	Leadership and Talent Management	3	6
MLT 8205	Luxury Event Management and Communication	3	6
	Exclusive Brands Week	1	2
	Total Credits	**15**	**30**

Semester 3: MMMLT

Course No.	Course Name	Credits	
		US	ECTS
	Applied Research Project	15	30
	-OR-		
	Internship & Portfolio	15	30
	Total Credits	**15**	**30**
	Total Credits for Master's in Marketing and Management for Luxury Tourism	**45**	**90**

E.   Master's in Sports Management and Events (LRCM only)

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

Program Objectives

The aim of the program is to equip students with the knowledge and skills needed to navigate the complex and dynamic world of sports business and events to ultimately prepare them for roles in the global sports and events management industry.

Learning Outcomes

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

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

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

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

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

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

E.2   Program Content

Semester 1: MSME

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

Semester 2: MSME

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

Semester 3: MSM

Course No.	Course Name	Credits	
		US	ECTS
MSM 3001	Applied Research Project	15	30
	-OR-		
MSM 3002	Internship & Portfolio	15	30
	Total Credits	**15**	**30**
	Total Credits for Master's in Sports Management and Events	**45**	**90**

F. Master's in Hospitality Strategy and Digital Transformation (LRCM only) [1]

The aim of the Master 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.

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.

[1] This program will be discontinued after 2024.1

F.2   Program Content

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	
		US	ECTS
MDT 2110	New Trends and Disruptions in Hospitality	1	2
MDT 2111	Effective Technologies in Operations and Service	2	4
MDT 2112	Decoding Bootcamp: Mobile Applications, Web Sites and eCommerce Performance	1	2
MDT 2113	Data Base Management and Artificial Intelligence	2	4
MDT 2114	Performance Measurement and Business Analytics	2	4
MDT 2115	Finance and Value Creation	2	4
	Total Credits	**10**	**20**

Module 2: Developing Sustainable Strategies and Business Models

Course No.	Course Name	Credits	
		US	ECTS
MDT 2210	Design Thinking and Innovation	1	2
MDT 2211	Advanced Digital Marketing Strategies and Tactics	2	4
MDT 2212	Ethics and Corporate Sustainable Responsibilities in the Connected World	1	2
MDT 2213	New Business Models and Start-up Ecosystem in Hospitality	2	4
MDT 2214	Revenue, Channel and Demand Management	2	4
MDT 2215	Business Field Trip	2	4
	Total Credits	**10**	**20**

Module 3: Leading your Organization into the Digital Transformation

Course No.	Course Name	Credits	
		US	ECTS
MDT 2310	Applied Project Management	1	2
MDT 2311	Customer Experience, Service Excellence and Personalization in the Digital Age	2	4
MDT 2312	Sustainable Hospitality Business Strategies, Design and Development	2	4
MDT 2313	Leadership Awakening: Multicultural Leadership, Emotional Intelligence, Talent Management and Teambuilding	2	4
MDT 2314	Implementing and Leading the Digital Transformation	4	8
	Total Credits	**11**	**22**

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

Course No.	Course Name	Credits	
		US	ECTS
MDT 2410	Internship or	5	10
MDT 2411	Capstone Project	5	10
	Total Credits	**5**	**20**
	Total Credits for Master in Hospitality Strategy and Digital Transformation	**36**	**82**

Postexperience Programs

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

G. Master's in Hospitality Management with Specialization (LRCM and LRM)

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

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

The Master's program builds upon the Postgraduate Diploma in International Hospitality Management foundation, offering advanced study and specialization.

Semester 1:

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

Semester 2:

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

— F&B Entrepreneurship & Management (LRCM)
— Digital Transformation (LRCM)
— Leadership & Talent Management (LRM)
— Marketing Management in Luxury Tourism (LRM)
— Golf Management (LRM)

Hospitality Immersion Program

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

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

H.   Postgraduate Diploma in International Hospitality Management (LRM and LRCM)

The Postgraduate Program consists of one academic semester plus six months 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.

When taken without the internship or applied project, the program serves as a foundation for the Master's in Hospitality Management with Specialization. As a stepping stone to the Master's degree or a standalone qualification, the Postgraduate Diploma in International Hospitality Management introduces students to the fundamentals of hospitality and business management.

H.1 Program Objectives

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

Learning Outcomes

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

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

2.   Communicate managerial decisions appropriately and effectively in an international context.

3.   Apply appropriate solutions to complex hospitality issues critically using relevant hospitality industry knowledge.

4.   Exhibit appropriate values in terms of organizing, facilitating and cooperating in a multi-cultural team context.

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

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

Program Content

Semester 1: Identical for PGD IHM and MHM with Specialization

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

***after Semester 1, students can progress to Master's in Hospitality Management with Specialization semester 2 or choose an internship to earn the Postgraduate Diploma as a standalone qualification

Semester 2: PGD IHM -Internship

	Course Name	Credits	
		US	ECTS
PD 2001	Applied Research Project	6	12
	-OR-		
PD 2002	Internship & Portfolio	6	12
	Total Credits	**6**	**12**
	Total Credits for PGD in International Hospitality Management	**20**	**40**

Semester 2: MHM

- Choose 1 Specialization-

Food and Beverage Entrepreneurship and Management Specialization (LRCM only)

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

Program Objectives

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

Program Learning Outcomes

1. Evaluate strategic approaches to achieving excellence in food and beverage management.
2. Execute a sustainable and innovative concept development.
3. Design a customer-centric experience, ensuring products and services meet and exceed customer expectations
4. Apply financial efficiency management and entrepreneurial principles to ensure the sustainability of food and beverage businesses.
5. Formulate effective marketing content demonstrating communication proficiency.

Course No.	Course Name	Credits	
		US	ECTS
PFB 1001	International Hospitality Best Practices in Customer Service	2	4
PFB 1002	Food and Beverage Concept Development	2	4
PFB 1003	Food and Beverage Operation and Trends	2	4
PFB 1004	Food and Beverage Management Essentials	2	4
PFB 1005	Entrepreneurial Mindset, Innovation and Value Creation	2	4
PFB 1006	Food Styling for Marketing Visuals	1	2
PFB 1007	Digital Marketing and Leveraging in Social Media Environment	1	2
PFB 1008	Business field trip	2	4
	Total Credits	**14**	**28**

Semester 3: MHM

Course No.	Course Name	Credits	
		US	ECTS
MHM 2001	Applied Research Project	6	12
	-OR-		
MHM 2002	Internship & Portfolio	6	12
	Total Credits	**6**	**12**
	Total Credits for Master's in Hospitality Management with Specialization	**34**	**72**

Semester 2: MHM

- Choose 1 Specialization-

Digital Transformation Specialization (LRCM only)

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

Program Objectives

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

Program Learning Outcomes

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

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

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

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

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

Semester 3: MHM

Course No.	Course Name	Credits	
		US	ECTS
MHM 2001	Applied Research Project	6	12
	-OR-		
MHM 2002	Internship & Portfolio	6	12
	Total Credits	**6**	**12**
	Total Credits for Master's in Hospitality Management with Specialization	**34**	**72**

Semester 2: MHM

- Choose 1 Specialization-

Leadership & Talent Management Specialization (LRM only)

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

Marketing Management in Luxury Tourism Specialization (LRM only)

Course No.	Course Name	Credits	
		US	ECTS
MLT 8101	Marketing Concepts/ Fundamentals of Luxury Marketing	2	4
MLT 8104	Experiential Marketing	2	4
MLT 8103	Luxury Fashion and Lifestyle Trends	2	4
MLT 8107	Customer Relationship Management In Luxury	2	4
MLT 8105	Agile Digital Marketing For Luxury Business	2	4
MLT 8102	Sustainable Luxury and Ethics	1	2
MLT 8106	Strategic Data Analytics for Decision Making	1	2
MLT 8108	Exclusive Brand Week	2	4
	Total Credits	**14**	**28**

Semester 2: MHM

- Choose 1 Specialization-

Golf Management (LRM only)

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

Semester 3: MHM

Course No.	Course Name	Credits	
		US	ECTS
MHM 2001	Applied Research Project	6	12
	-OR-		
MHM 2002	Internship & Portfolio	6	12
	Total Credits	**6**	**12**
	Total Credits for Master's in Hospitality Management with Specialization	**34**	**72**

MBA and Executive Programs

I.   MBA in Global Hospitality Management (LRCM only)

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

I.1   Program Objectives

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

Learning Outcomes

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

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

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

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

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

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

I.2   Program Content

***MBA Curriculum 2023.2

Semester 1: MBA

Course No.	Course Name	Credits	
		US	ECTS
M3110	Personal Development and Leadership Skills	3	6
M3011	Hospitality Financial Analysis	3	6
M3012	Hospitality Revenue and Demand Management	2	4
M3013	Strategic Digital Marketing and Sales in Hospitality	2	4
M3014	Consumer Behavior and Insights	2	4
M3020	Hospitality Economics and Disruptive Business Models	2	4
M3021	Managing Complex Organizations, Digitalization and Change Management	2	4
M3122	Talent Management and HR Processes	1	2
M3024	Destination Competitiveness and Innovation	2	4
	Total Credits	**19**	**38**

Semester 2: MBA

Course No.	Course Name	Credits	
		US	ECTS
M4010	Business Strategies and Performance Monitoring	2	4
M4011	Corporate Finance and Shareholder Value	2	4
M4012	Data Analytics and Decision Making	2	4
M4013	Sustainability and CSR in Hospitality	2	4
M4020	Business Field Trip	2	4
	Total Credits	**10**	**20**

Students should choose one of the two specializations:

Option 1: Advanced Revenue and Performance Management

Course No.	Course Name	Credits	
		US	ECTS
M4031	Advanced Topics in Revenue Management	2	4
M4032	Hotel Valuation and Performance	2	4
M4033	Hotel Asset Management and Contract Negotiation	2	4
M4034	Consultancy Project	4	8
	Total Specialization Credits	**10**	**20**

Option2: Hospitality Entrepreneurship and Business Development

Course No.	Course Name	Credits	
		US	ECTS
M4035	Design Thinking and Business Model Creation	2	4
M4036	Entrepreneurship and Family Business Development	2	4
M4037	Financial Lifecycle, Fundraising and Communication	2	4
M4038	Consultancy Project	4	8
	Total Specialization Credits	**10**	**20**
	Total Credits for MBA in Global Hospitality Management	**39**	**78**

****MBA New Curriculum Overview for 2024.1 Intake*

Semester 1: MBA

Course No.	Course Name	Credits	
		US	ECTS
MBA 1001	Personal Development and Leadership Skills	2	4
MBA 1002	Hospitality Financial Analysis	2	4
MBA 1003	Hospitality Revenue and Demand Management	2	4
MBA 1004	Strategic Digital Marketing and Sales in Hospitality	2	4
MBA 1005	Consumer Behavior and Insights	2	4
MBA 1006	Hospitality Economics and Disruptive Business Models	2	4
MBA 1007	Managing Complex Organizations, Digitalization and Change Management	2	4
MBA 1008	Talent Management and HR Processes	1	2
MBA 1009	Destination Competitiveness and Innovation	0	0
	Total Credits	**15**	**30**

Semester 2: MBA

Course No.	Course Name	Credits	
		US	ECTS
MBA 2001	Business Strategies and Performance Monitoring	2	4
MBA 2002	Corporate Finance and Shareholder Value	2	4
MBA 2003	Data Analytics and Decision Making	2	4
MBA 2004	Sustainability and CSR in Hospitality	1	2
MBA 2000	Implementing and Leading the Digital Transformation	2	4
MBA 2005	Business Field Trip	2	4
	*Specialization	4	8
	Total Credits	**15**	**30**

*Students should choose one of the two specializations:

Option 1: Advanced Revenue and Performance Management

Course No.	Course Name	Credits	
		US	ECTS
MBA 2006	Advanced Topics in Revenue Management	1	2
MBA 2007	Hotel Valuation and Performance	1	2
MBA 2008	Hotel Asset Management and Contract Negotiation	1	2
MBA 2009	Consultancy Project	1	2
	Total Specialization Credits	**4**	**8**

***MBA New Curriculum Overview for 2024.1 Intake continued...

Option2: Hospitality Entrepreneurship and Business Development

Course No.	Course Name	Credits	
		US	ECTS
MBA 2010	Design Thinking and Business Model Creation	1	2
MBA 2011	Entrepreneurship and Family Business Development	1	2
MBA 2012	Financial Lifecycle, Fundraising and Communication	1	2
MBA 2009	Consultancy Project	1	2
	Total Specialization Credits	**4**	**8**

Semester 3: MBA

Course No.	Course Name	Credits	
		US	ECTS
MBA 3001	Applied Research Project	6	12
	Total Credits	**6**	**12**

	Total Credits for MBA in Global Hospitality Management	**36**	**72**

J. Executive Master's in International Hotel Management (LRM only)

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

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

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

J.1 Program Objectives

The Executive Master for International Hotel Management – will mainly explore different contemporary managerial perspectives and approaches for the hotel industry, providing the student with the required tools and competence to manage a department, area or a business. By the end

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

Learning Outcomes

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

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

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

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

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

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

J.2 Program Content

Semester 1: EMIHM

Module 1

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

Module 2

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

Module 3

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

Module 4

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

Semester 2: EMIHM

Module 5

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

Module 6

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

Project

Course No.	Course Name	Credits	
		US	ECTS
M 9210	Applied Project	4	8
	Total Credits	**14**	**28**
	Total Credits for Executive Master's Program in International Hotel Management	**32**	**64**

Semester 3: EMIHM - Optional Internship

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

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

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

K.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.

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.

K.2 Program Content

One-week EMBA Residency: Crans-Montana

Module 1 - Embracing the Industry Transformation

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

Module 2 - Managing Critical Operations

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

One-week EMBA Residency: Dubai

Module 3 - Driving Financial Performance

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

Module 4 - Leading the Strategic Journey

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

Pre-Programs

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

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

L.1 Program Objectives

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

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

1. Master English at a sufficient level and in accordance with the relevant admissions requirements to be able to study on the Bachelor Degree or the Postexperience Programs (Continuing / Further and Executive Education programs successfully.

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

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

L.2 Program Content

Semester 1

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

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

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

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

In an industry where all senses need to be actively applied, this program provides a clear advantage. Whether your aim is to gain first insights in the field of hospitality or optimize skills through a Postgraduate or Masters' program, the IHELP 15 program will help you think and feel in the language needed to achieve this.

M.1   Program Content

Semester 1

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

11.
Course Descriptions

Undergraduate Program (First Cycle)

A.   Bachelor of Business Administration in Global Hospitality Management [1]

Bachelor's Degree, semester 1 [LRCM]

FBP P101 - Fine Dining Service

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

FBP P102 - Fine Dining Kitchen

This two-week course will immerse students in the unique universe of a fine dining kitchen. Each week focuses on high-end products and attention to details. During this course, students will have a hands-on cooking experience for bistro-style "à la carte" restaurant. Through this experience, they will learn how to prepare recipes with ecological and seasonal products from local suppliers in an open-to-public establishment. Every week will be composed of workshops including video and practice, as well as homework and a practical assessment.

FBP P103 - Managing Catering & Banqueting Operations

During this course, students will learn the foundations of catering, through various stakeholders and criteria. They will demonstrate an understanding of challenges of catering banqueting and reception and develop a reflection on key levers to successful operation in a high-scale environment. Students will create documents and recipes using appropriate techniques and documents, food product, and equipment, then operate under the supervision of culinary instructors.

FBP P104 - Oenology and Sommelier

During this course, students will explore the world of wine, through an introduction to oenology and sommelier, developing a theoretical understanding of the different main grape varieties and wine-making process. They will have the opportunity to learn about wine service, wine pairing, and tasting, as well as wine sales. Finally, students will apply those techniques and knowledge in a professional fine dining restaurant meeting industry standards.

FBP P105 - Managing Banqueting and Event Operations

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

FBP P106 - Pastry Atelier

During this course, students will dive into the pastry and chocolate world. Students will learn about the basics of a Pastry boutique, recipes, and know-how. The theoretical class will develop knowledge aspects of ingredients and processes. Through practices, they will acquire skills and team organization.

HOS P801 - Hospitality Discovery Experience

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

FBP P107 - World of Mixology

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

FBP P108 - World of Barista

During this course, students will explore the world of barista, developing an understanding of the different beverages served in a coffee shop, their method of production, and their preparation methods. They will have the opportunity to prepare, promote, and serve hot beverages in a professional high-paced

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

environment meeting industry standards. Students will also be able to learn about innovative service techniques around coffee and tea linked with industry trends.

RDM P301 - 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 P302 - Housekeeping Operations

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

RDM P303 - Rooms Division in Hospitality

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

RDM P304 - Concierge and Guest Relations

The roles of the concierge and guest relations are a key component of the guest experience in hospitality. In this course students will gain an understanding of these complex and demanding roles and could experience a real working environment, doing a practical class at the reception desk, completing tasks and interacting with internal and external 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.

ENT P401 - Introduction to Hospitality & 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.

GEN P901 - Effective Communication Skills

Be it through writing, speaking, or body language, communication is a key component of success in any field. The aim of this course is to equip students with the necessary communication skills needed in daily contexts. The topics include, but are not limited to, cover email, first impressions, presentations, teamwork and collaboration, role-play scenarios, and reflection on personal growth related to course content. Written and oral communication skills are the main focus points, with particular emphasis on language, vocabulary, and register.

GEN P902 - Numerical Skills (*LRCM and LRM)

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

Bachelor's Degree, semester 1 [LRM]

FBP P109   Fine Dining

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

FBP P110   Gastro Dining

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

FBP P111   Resort Buffet Operations

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

FBP P113   Environmental Waste Management

This course is designed to ensure that students expand an understanding the importance of the stewarding role within a food & beverage production area. The students will unfold skills to select equipment and materials to work efficiently, analyzing cleaning schedules, waste removal, supplies and contract cleaning. Food hygiene exposes the students to the importance of correct food handling by understanding microbiological

systems. The practical and theoretical knowledge will underpin safety and hygiene routines when working.

FBP P112   Patisserie & Bakery

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

FBP P115   Café Bistro Operations

The course offers the student fundamental skills development in order to prepare bistro-style service. Students will acquire professional competences using proper hygiene standards, energy conservation and waste management control.

The course is designed for students to work both in teams and individually to produce a quality service in an effective and efficient manner. Students are exposed to the main F&B fundamentals, focused on "modern free flow concepts", "fusion cuisine" to "fast food" and "a la carte" service. Planning and supervisory skills are developed through the division of work. The practical class activities will foster skills in prioritizing, time management and will develop the student's creativity. "

FBP P114   Mixology and Bar Operations

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

FBP P116   Trend for Foodies

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

trends, the latest food service concepts, and different types of convenience foods offered in the market.

RDM P305   Front Office and Uniformed Service Operations

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

RDM P306   Housekeeping Techniques

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

RDM P307   Lodging Concepts and Resorts Development

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

Bachelor's Degree, semester 2

INT P871 - Professional Development I

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

Services team & Faculty will equip students to begin their professional journey.

INT P872 - Reflection on Practice I

This online internship project is completed during the first internship and provides an opportunity for the student to use and reflect on the practical knowledge and skills acquired in 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 between learning and real-world application. As part of their reflection, they will consider organizational structure and efficiency as well as collaboration and teamwork.

Bachelor's Degree, semester 3

ENT 1401 - Hospitality Innovation Project BSc 1 (LRCM only)

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

TRM 1801 - Principles of Sustainability and Innovation

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

FIN 1501 - Hospitality Financial Accounting

Financial accounting provides the basis for understanding

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

HRM 1701 - Human Resources and Diversity in the Global Workplace

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

MKT 1601 - Marketing for the Hospitality Industry

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

GEN 1901 - 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 1902 - Fundamentals of Economics

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

GEN 1905 - Fundamentals of Data Visualization

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

Bachelor's Degree, semester 4

ENT 2401 - Hospitality Innovation Project BSc 2

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

FBM 2201 - Food and Beverage Management

Food and Beverage Management is the segment of the hospitality industry that focuses on operations in a variety of hospitality-related sectors. This course discusses perspectives

from the food and beverage department of freestanding restaurants and hotels. Students will evaluate organizational, operational, and financial aspects of modern food and beverage operations. Analysis of food and beverage offers and cost control systems as well as appraisal of a feasibility study in food and beverage operations is covered. The course places an emphasis on food and beverage concept development, including menu design and evaluates current trends in the industry.

HRM 2701 Leading Teams to Success

In this course, students will develop fundamental concepts of managing effective teams. It will include topics such as team building, teamwork tools, team dynamics, and characteristics of mature teams, with a particular focus on improving working relationships and organizational effectiveness. Students will have the possibility to learn and apply the acquired knowledge on challenging team projects, including the development of leadership skills.

MKT 2601 Customer Experience in a Digital Age

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

RDM 2301 Revenue and Pricing Management

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

TRM 2801 Tourism Principles and Practices

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

RDM 2303 Rooms Inventory and Control Management

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

GEN 2904 Fundamentals of Economics (LRM only)

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

Bachelor's Degree, semester 5

INT 3871 Professional Development II

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

development of their professional aspirations.

INT 3872 - Reflection on Practice II

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

Bachelor's Degree, semester 6

ENT 4401 - Hospitality Innovation Project BSc 4 (LRCM only)

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

FIN 4501 Hospitality Financial Management and Budgeting

Financial skills and knowledge are vital tools for managers who wish to have an impact on their organization's success. The ability to understand financial reports, analyze the financial health of a company, forecast, and budget will allow informed managerial and investment decisions. This course focuses on the use of accounting information for management decision-making and control in hospitality settings. Students will gain an understanding of cost behavior, profitability, cost volume profit analysis and pricing, budget setting, flexible budgeting, cash flow statements, and working capital management. Students will also identify the risk and return associated with different levels of financial leverage and operational leverage. Additionally, students will learn the main investment appraisal techniques, allowing them to evaluate proposed investments in large projects such as a new restaurant or hotel from a number of financial perspectives.

MKT 4601 - Customer Relationship Management

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

GEN 4901 - Methods of Research Inquiry

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

GEN 4905 - Data Analytics for Business Optimization

The course intends to equip students with the necessary skills required to interpret and understand quantitative and qualitative data. The course will take a holistic view of 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.

TRM 4801 - Sustainable Facilities Design (LRCM only)

During this course, students will explore the different aspects that shape facilities design and gain valuable insights into sustainable architecture and construction of different building typologies. The course combines theory and practice, encouraging them to analyze and develop concepts that harmoniously unite business ideas, artistic flair, and sustainable

principles. Engaging in hands-on projects, the students will be introduced to the art of balancing the creation of exceptional experiences for the guests with optimizing construction costs and enhancing the environmental performance of properties. As future leaders, students will be empowered to envision facilities leaving a lasting positive impact on guests, the environment, and the tourism's overall economy.

HOS 4801 - Hospitality Strategy and Organizations

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

RDM 4301   Revenue and Pricing Management (LRM only)

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

Bachelor's Degree, semester 7

Hospitality Entrepreneurship Specialization [LRCM only]

ENT 5401 - Innovation Practices in Hospitality and Tourism

This course focuses on innovative start-ups within the hospitality and tourism sectors, which are rapidly emerging worldwide. Using a problem-solution approach, students will identify opportunities in assessing innovative start-up concepts. The course emphasizes the development of scalable start-ups through innovative business models. Students will learn to assess the viability and riskiness of their start-up concepts. The objective is to provide students with expertise in conceptualizing, validating, and producing a business plan using lean methodology. The course covers start-up business planning

techniques, facilitating ideation, feasibility analysis, market research, and the development of various operational areas.

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

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

ENT 5403 - Financial Intelligence for Entrepreneurs

The success of a start-up depends on the financial acumen of its founding members. This course is designed to develop critical financial skills in the context of launching a successful start-up. Students will learn how to evaluate financial requirements and assess the associated risks linked to their start-up concepts. The course's objective is to provide students with expertise in financial forecasting and modeling techniques. Students will produce essential financial information related to the break-even analysis of the start-up. Additionally, students will prepare an investor proposal that justifies initial start-up investments based on the valuation of the start-up project/venture.

ENT 5404 - Start-Up Marketing for Entrepreneurs

This course prepares students to create value through innovation and design thinking in the context of start-ups. Design thinking aims to continuously question and redesign for innovation and efficiency. To enhance this process, students will learn to incorporate the customer perspective into shaping services. This ensures that innovative design can be customized as a market-winning product or service, supporting continuous differentiation, growth, and sustainable competitive advantage. Hospitality Entrepreneurship Specialization

Digital Marketing Strategies Specialization [LRCM]

MKT 5601 - Innovative Sales Strategies

In this course, students will explore how successful companies develop their sales strategies, examining various options and instruments. The course provides insight into essential concepts, methods, and mechanisms of sales strategies. Moreover, it focuses on innovative selling strategies, highlighting the role of technology in effectively managing online sales for a company's success. Students will gain an understanding of sales dynamics shaped by a dynamic environment influenced by market conditions, products, and services. They will learn how to effectively position, communicate, and sell products and services using innovative sales strategies.

MKT 5602 - Marketing 5.0

Marketing 5.0 encompasses recent trends, changes in consumer behavior, and technological advancements to ensure that brands and businesses remain relevant in today's competitive marketplace. Shifts in consumer behavior have necessitated innovative marketing strategies to foster authentic dialogues with brand ambassadors and sustain customer relationships. This course takes a comprehensive approach, covering the development and marketing of products and services, as well as establishing long-term relationships with the customer base. Hospitality case studies provide students with direct experience in understanding the training needs of marketing departments in this industry.

MKT 5603 - Global Strategic Marketing

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

MKT 5604 - Digital Marketing and Media Engagement

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

Digital Marketing Strategies Specialization [LRM]

MKT 5286   Global Strategic Marketing

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

MKT 5285   Marketing 4.0

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

MKT 5282   Innovative Sales Strategies

The goal of the course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. The course will extend students' understanding

of marketing's reach and potential impact in achieving its overarching goals. Course objectives include understanding the sales process, the relationship between sales and marketing, sales force structure, Customer Relationship Management (CRM), uses of technology to improve sales force effectiveness, and issues in recruiting. Students will be able to immediately apply the skills they learn in daily sales work environments.

MKT 5283   Digital Marketing & Content Creation

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

Hotel Financial Performance Management Specialization [LRCM only]

FIN 5501 - Performance Management

Performance Management is an advanced management accounting course designed to equip students with the accounting skills needed to excel in the contemporary hospitality environment. This course empowers managers to make informed internal decisions by effectively planning and controlling operations. It delves into pricing from an accounting cost-based perspective and demonstrates efficient allocation of indirect costs (overheads) among departments and products. Variance analysis is used to enhance cost control, while budgeting aids in predicting cash flows, revenues, and expenses. By the end of this course, managers are better prepared to plan, measure performance, and make decisions in the modern global hospitality landscape.

FIN 5502 - Corporate Financial Decision

Every business operation has financial implications, and decisions involving money constitute corporate financial decisions. This course equips students with accounting and financial tools to interpret and evaluate financial information from various sources. It empowers them to make informed and effective financial decisions that directly impact company operations. Students will deepen their understanding of financial theory and learn to apply various concepts and techniques to address real-world financial situations.

FIN 5503 - Hospitality Finance Forecasting and Modeling

Financial forecasting and modeling are vital for supporting various investment and financial decisions, as well as conducting equity valuations. This hands-on course equips students with the skills to apply theories, concepts, and current practices in developing robust spreadsheet knowledge for effective financial analysis and decision-making. Integrating expertise in economics, accounting, and finance, students will leverage market data and company-specific information to make informed decisions regarding real hospitality business challenges in uncertain conditions.

FIN 5504 - Applied Investment and Hospitality Business Valuation

In this course, students gain exposure to the theoretical and practical aspects of investment finance and asset management. They learn to critically evaluate alternatives related to investing in financial securities and construct investment portfolios aligned with desired risk and return preferences. The course explores capital markets and models used in securities analysis and portfolio management. Topics include portfolio diversification theory, short-term and long-term investments, securities trading, international investing, asset management, and investment funds.

Luxury Hospitality Management Specialization

HOS 5803 Sustainable Design and Eco Luxury Experiences

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

HOS 5801- Managing Luxury Hospitality Establishments

This course provides insight into the historical evolution of luxury in the hospitality industry. It addresses the challenges of managing luxury establishments, including impactful skills, contemporary etiquette, customer relationships, diversity embracement, and leadership. Current trends and new technologies in managing luxury businesses are discussed.

Students are exposed to examples and applied cases from global best practices.

HOS 5802 - Ultra-Luxury Hospitality Products and Tourism Destinations

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

MKT 5605 - Luxury Brand Management and Communication in Hospitality

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

Entrepreneurship and Business Development Specialization [LRM only]

FIN 5505   Maximizing Return on Investment

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

FIN 5506   Advanced Finance and Budgeting

This course is an introduction to using advanced planning techniques and tools in the budgeting process. Students will apply the theoretical concepts learned in class to solve budget exercises with extensive uses of excel. Students will also learn how to analyze and estimate revenues and expenses under uncertainty, using forecasting and regression models, based

on the historical data available. This course also introduces performance estimation and risk through sensitivity analysis.

RDM 5301   SME Business Planning

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

RDM 5302   SME Management

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

Developing and Managing Resorts Specialization [LRM only]

TRM 5801   Project Management for Resort Properties

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

TRM 5804   Resorts Management and Operations

This course focuses on how a resort is managed and how it operates once it is open. As a complex group of smaller businesses, the running of each one of these businesses will be analyzed depending on the purpose and type of the resort. Aspects related to the characteristics of managing such a complex product will be emphasized and the operations of the

resort itself will be discussed. Any other relevant business that becomes important due to international trends in the resort industry will be covered as well. Any other relevant business that becomes important due to international trends in the resort industry will be covered as well.

TRM 5802   Introduction to Golf Management

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

TRM 5803   Spa, Health and Wellness in Resorts

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

Electives

GEN P961/ P961 / P991 /P981 French 1 / German 1 / Mandarin 1 (LRCM only) / Spanish 1 [LRCM]

GEN PM81/PM71/PM61/2M91: Spanish 1 / German 1 / French 1 / Mandarin 1 [LRM]

This course introduces basic language, emphasizing oral proficiency and communication skills. Students will participate in simple conversations on various topics, interacting with confidence. They are encouraged to develop competence in using spoken and written language. They will be capable of

understanding short texts and instructions. Students will be able to engage in a brief conversation where they can apply their knowledge. Different aspects of the culture in French/ German/ Mandarin/ Spanish speaking countries will be introduced. To reinforce and apply the language learned in class, students are provided with a variety of online tools and applications.

GEN 1961 /1971/ 1981 / 1991 French 2 / German 2 / Spanish 2 / Mandarin 2 (LRCM only) [LRCM]

GEN PM82-1M82/1M72/1M62 Spanish 2 / German 2 /French 2 [LRM]

This course reinforces and extends language acquired in level 1, reviewing grammar learned and introducing new structures. Class work emphasizes development of confidence in speaking. A wide variety of vocabulary will be introduced to enable students to interact in everyday situations. Students will be capable of understanding and writing simple texts. Different aspects of the culture in French/ German/ Mandarin/ Spanish speaking countries will be introduced. To reinforce and apply the language learned in class, students are provided with a variety of online tools and applications and assigned supervised exercises to improve their listening skills, pronunciation, inflection, grammar, and vocabulary.

GEN 2961/2971/2981/2991: French 3 / German 3 / Spanish 3 / Mandarin 3 (LRCM only) [LRCM]

GEN 1M83-2M83/1M63-2M63/2M73: Spanish 3 / French 3 / German 3 [LRM]

This course reviews and extends grammatical structures from level 2 and provides students the possibility to talk about their past habits and their previous experiences. Grammar and vocabulary accuracy are improved in written and oral contexts. Different aspects of the culture in French / German / Mandarin / Spanish speaking countries will be introduced and discussed. To reinforce and apply the language learned in class, students are provided with a variety of online tools and applications and assigned supervised exercises to improve their listening skills, pronunciation, inflection, grammar and vocabulary.

GEN 4961/4971/4981/4991 French 4 / German 4 (LRCM only)/ Spanish 4 / Mandarin 4 (LRCM only) [LRCM]

GEN 2M84/2M64: Spanish 4 / French 4 [LRM]

This course reviews and extends language from level 3, introducing more complex grammar concepts, emphasizing spoken proficiency and developing confidence in writing in different contexts. Language studied and materials used

offer the students the possibility to talk about current events and express their opinion - a variety of texts are provided to encourage discussion. Different aspects of the culture in French/ German/ Mandarin/ Spanish speaking countries will be introduced and discussed. Online tools and applications will be provided in order to improve listening skills, pronunciation, inflection, grammar and vocabulary.

GEN 1903   Global Culinary History (LRCM only)

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

GEN 1904   Human Diversity (LRCM only)

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

GEN 5902   People, Conflict and Negotiation (LRCM only)

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

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

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

GEN 4902   Models for Problem Solving and Decision Making

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

GEN 2903   World of Wine and Viticulture (LRCM only)

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

GEN 2901   Sensorial Design Experiences (LRCM only)

In all spaces, the facilities and the overall physical environment strongly influence the moods and emotions of the people involved. By purposeful design of the space in terms of the environment as well as various sensorial stimuli, the overall experience of these interactions can be improved. This course covers the fundamentals of service experience design and facility design principles to enable students to effectively

stage experiences for consumers and service personnel alike. Students will also learn about the various aesthetic and sensorial design elements of the environment that can be incorporated to complement sustainability and building efficiency while improving guests' comfort and overall satisfaction levels.

GEN 2902   The Psychological Dimensions of Wellbeing (LRCM only)

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

GEN 4903   Culture and Society (LRCM only)

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

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

GEN 5901   Politics and International Affairs (LRCM only)

The world of international relations can be compared to a large

stage with major and minor actors. While the importance of the sovereign state has eroded over time due to the rise of the other actors, it still stands supreme. In this course, the changing nature of relations among states and other actors will be placed in context by reviewing related historical developments. The introduction and the use of a theoretical framework, applied to current global events, enable reflection on this area of study.

GEN 5904   The Science and Culture of Gastronomy (LRCM only)

Knowing what you eat brings a new dimension into 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 well-being. 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.

HOS 5804 Event Operations and Project Management (LRCM only)

As events become more sophisticated and increasingly important for many businesses, the need for effective project planning and management is paramount to the overall success. This course trains students to become professional event managers capable of making effective and efficient project management decisions. The course provides the academic knowledge, business understanding, project management tools and techniques, and the ability to apply these to create and execute high-level events. The course also aims to explore the key components in effective human resource management, project processes, logistics, operations and management, and the role these play in delivering results.

HOS 5205 Health and Wellness Management (LRCM only)

Motivated by the impending need of healthy living and self-care, consumers are prioritizing healthier hospitality experiences and, meanwhile, demand hospitality-like healthcare services. Compounded 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 towards their health and prepare them to convert business opportunities from the hospitality point of view. Students will also learn how to integrate the two domains of hospitality and healthcare to create new business models.

GEN P903   Effective Communication Skills (elective LRM only)

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

GEN P904   Interpersonal Communication Skills (LRM only)

Students learn to perform well in an academic and professional environment and to successfully go through the stages of an effective writing process. The course will look at the Principles of Communication, and will examine specifically differential styles of communication, selecting sources for presenting information and writing reports.

GEN 1245/2245/3245   Creativity and Innovation (LRM only)

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

GEN 1120/2120/3120   Introduction to Modern Architecture (LRM only)

In this course, students will learn about modern architecture and how to understand a work of architecture. They will start by learning about the history of modern architecture and the evolution during a contemporary timeline. Then, they will learn how to identify and analyze the different characteristics, or the work of architecture in order to understand the artist's intent, its philosophy and process of creation. The students will virtually explore and learn about the most important buildings in the world, its influences and their impact in the location as well as the social and historical context of its design and construction.

GEN 4908   Handling Change and Digital Transformation (LRM only)

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

GEN 4907   Events Management (LRM only)

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

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

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

GEN 5908   Convention and Trade Fair Context (LRM only)

Prepares the students to get a whole knowledge of MICE travel (meetings, incentive, congresses, conventions and conferences, and exhibitions). Students also will learn useful concepts and

topics and how to develop their planification and organization skills to be able to organize any kind of event in different venues.

GEN 5909   Influencing Through Communication (LRM only)

For the acceptance of your ideas and proposals, either in formal or informal environments, it is decisive to be able to present them in a well-documented, clear, and persuasive way. Getting your ideas presented in a convincing manner is crucial for its acceptance and further agreement. This practical and applied course focuses on the preparation of presentations and other forms of communication, the projected image we wish to promote, as well as on the understanding of andragogy and audience engagement, since these components are essential to influence and get ideas across to any audience.

GEN 5906   Strategic Human Resources (LRM only)

This course is aimed to align a company's strategy to human capital practices of the organization. Although larger organizations might have an HR specialist, it is the role of each manager to establish a people management strategy for their employees. Taking care of our employees entails creating, using and evaluating the necessary tools that will support these strategic decisions and increase the competitive advantage of the company.

GEN 5905   Handling Challenging Times (LRM only)

Handling challenges includes managing people, which is also key for any leadership position, whether in a professional setting or a personal one. To enhance this performance, the adequate skills not only include an understanding of the environment and individual perceptions (expectations toward certain situations, but also an ability to adapt, especially in challenging and/or uncertain situations. To go satisfactorily through a difficult time, start with a risk analysis and anticipation of actions that can be covered by developing a contingency plan. Even the best prepared person might still stumble on unexpected issues, which needs a crisis management approach. This course prepares the students to understand these concepts both in a theoretical and a practical way.

GEN 5907   Responsible Global Citizen and Socially Responsible Organizations (LRM only)

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

GEN 1138 English Language and Communication I

(Elective, Bilingual group, LRM only)

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

GEN 1139 English for the Hospitality Industry 1

(Elective, Bilingual group, LRM only)

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

GEN 1140 English for the Hospitality Industry 2

(Elective, Bilingual group, LRM only)

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

DIS 5950 Dissertation (LRCM)

A semester-long project at Les Roches where students conduct independent research on a hospitality or tourism topic of their

choice, under a supervisor's guidance. Successful completion can lead to graduation with honors. Involves identifying a research question, gathering primary (and potentially secondary) data, reviewing relevant literature, detailing the research process, analyzing results, and making academic and industry recommendations. Ideal for eligible students seeking a challenge.

DIS 5950   Dissertation (LRM)

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

Graduate Programs

Postgraduate

C. Master's in International Hotel Management (LRM only)

MIHM, Semester 1

MIH 7122 Design & Facilities Management

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

MIH 7123 Finance & Performance Management for Hotels

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

MIH 7126 Room Division Operations Management

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

MIH 7125 Global People Management in a Hotel Context

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

MIH 7121 Rooms Division Practical: Housekeeping & Front Office

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

MIH 7127 Services Marketing in a Digital Age

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

MIH 7124 Food & Beverage Operation Management

This course will highlight that today F&B Departments are

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

MIH 7120 Food & Beverage Practical: Service & Kitchen Operation

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

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

MIHM, Semester 2

MIH 7221 Entrepreneurship & Business Modelling for Hotels

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

MIH 7222 Event Design & Management

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

MIH 7223 Revenue & Asset Management for Hotels

Revenue Management strategies are considered critical for hotel operations. This subject provides students an overview of revenue management for the hotel industry in terms of a process created to increase revenue. The students will be given a foundation in strategies and models such as: pricing models, forecasting, group management, and overbooking or pricing strategy among others, strongly considering assets and its management as a critical function for hotel business maximization of resources.

MIH 7224 Strategic Hotel Management in a Global Environment

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

MIH 7225 Sustainability in Business Development

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

MIH 7226 Business Field Trip

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

MIHM, Semester 3

MIH 7320 Applied Research Project

This project offers an opportunity to further develop the knowledge, skills and insights gained during the program, and apply these to a professional context. Initial steps, including identifying a business problem, transforming this into a research question, and defining a clear research process will be completed in a collaborative setting. Participants will continue their project under the guidance of a dedicated member of faculty.

MIH 7321 Internship & Portfolio

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

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

D. Master's in Marketing and Management for Luxury Tourism (LRM only)

MMMLT, Semester 1

MLT 8101 Marketing for Luxury Tourism

This course introduces the fundamentals of marketing relating to establishing and successfully running organizations in luxury tourism. The development of luxury concepts from luxury goods to luxury experiences and the new types of luxury customers will be analyzed. The students will explore the differences of creating marketing offers in terms of product design, pricing, and communicating value to targeted luxury segments. They will also get introduced to tools for analyzing brands and their competitors.

MLT 8104 Experiential Marketing

The Experiential Marketing course is meticulously crafted to empower students in exploring the fundamental pillars that underpin the crafting of profound and impactful consumer experiences. Delve into an in-depth examination of the strategic integration of the five senses, elevating customer encounters to unprecedented heights. Uncover the pivotal role emotions play in our marketing strategies, as we delve into the intricate interplay between emotions and experiences, unlocking the secrets to creating truly unforgettable brand interactions.

MLT 8103 Luxury Fashion and Life Style Trends

The course is designed to cultivate in-depth knowledge and expertise in the dynamic world of high-end fashion and lifestyle industries. The luxury industry has undergone several significant changes in order to adapt to the new consumer profiles. The luxury fashion and retail subsectors are also an important player in the global luxury market and sometimes they even act as trendsetters for other sectors, therefore an understanding of the insights of these markets is key in developing a comprehensive strategy for any luxury business.

MLT 8107 Customer Relationship Management In Luxury

The Customer Relationship Management (CRM) course comprehensively explores strategies, techniques, and cutting-edge technologies essential for cultivating enduring customer relationships. This course explores the environment of CRM systems, aiming to equip students with a deep understanding of customer-centric practices. Emphasizing the importance of customer knowledge, students will explore data analysis,

customer retention strategies, customer lifetime value assessment, and the dynamics of the customer lifecycle and journey. With a focus on CRM architecture, students will master the tools necessary to know customers profoundly, surpassing their self-awareness. Through a blend of theory and practical applications, this course empowers students to become skilled CRM specialists in today's dynamic luxury business landscape.

MLT 8105 Innovation and Digital Transformation in Luxury

The course provides students with the knowledge of the main digital tools for marketing in the 4th industrial revolution age. This course equips students with a professional and cutting-edge understanding of utilizing digital means to create customer value in luxury business settings. Delving into technical aspects, in this course students learn to identify and engage with high-status target buyer personas while gathering reliable data from various sources for creating an effective omnichannel business strategy. In the digital and data era, where the world is predominantly online, this course explores new digital marketing channels, the rise of prosumers, innovative data-driven value creation, and a myriad of business possibilities in the ever-evolving luxury landscape.

MLT 8102 Sustainable Luxury and Ethics

This course immerses students in the principles and practices of sustainability within the realm of luxury tourism. It delves into how luxury brands and businesses can strategically embrace sustainable approaches to bolster their competitiveness, align with evolving luxury tourists' expectations, and actively contribute to both environmental conservation and social well-being. Through an in-depth exploration of case studies, industry trends, and ethical considerations specific to the luxury tourism sector, students gain a comprehensive understanding of the pivotal role sustainability plays in this domain.

MLT 8106 Strategic Data Analytics for Decision Making

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

MMMLT, Semester 2

MLT 8202 Corporate Finance for Luxury Firms

The "Corporate Finance for Luxury Firms" course is an intensive program designed for students and professionals interested in the luxury market. It provides a foundational understanding of corporate finance, focusing on financial management, policy, and the essential duties of a financial manager. The course blends theoretical frameworks with practical applications, highlighting real-world examples specific to the luxury sector. It's an up-to-date, accessible, and comprehensive introduction to the principles and practices of corporate finance in the context of luxury businesses.

MLT 8205 Luxury Event Management and Communication

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

MLT 8204 Leadership and Talent Management

The course will examine the contemporary principles, techniques, and research findings in hospitality leadership and organizational behavior that are driving high performance and continuous improvement in hospitality. Leaders need to have a good understanding both of themselves and of those whom they will lead. The primary goal of this course is to prepare students for advanced leadership roles in modern hospitality organization. Students will be encouraged to reflect upon their own leadership potential. Additionally, students will explore different work environments that meet the needs of culturally diverse employees or employees whose culture is different from their own. Commitment and performance are fostered by good human relations and leadership, as is change management, and all demand proper attention be given to human resource planning, management and employee relations.

MLT 8203 Strategy and Value Creation in Luxury

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

MLT 8201 Building Luxury Brand Equity

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

MLT 8206 Applied Project

Applied project research is the carrying out and communication of a piece of investigative academic work that demonstrates, within the context of existing knowledge, an understanding of a particular problem together with evidence of original, critical, and analytical thinking. The investigative work will contain a considerable amount of data; the data will be analyzed and used to support a logically structured argument. The work you do must be original, i.e., it must not repeat the work of others. The work must be analytical, and the examiners will look for evidence of evaluative skills in the written documentation.

MLT, Semester 3

Applied Research Project

This project offers an opportunity to further develop the

knowledge, skills and insights gained during the program, and apply these to a professional context. Initial steps, including identifying a business problem, transforming this into a research question, and defining a clear research process will be completed in a collaborative setting. Participants will continue their project under the guidance of a dedicated member of faculty.

Internship & Portfolio

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

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

E.   Master's in Sports Management and Events (LRCM only)

MSM, Semester 1

MSM 1002 Economics of Sports and Event Industry

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

MSM 1001 Marketing and Sponsoring in Sport Businesses

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

MSM 1003 Brand Management - from Athletes to Sport Leagues

In this course, you will learn what is the goal of brand strategy and how to articulate a compelling value proposition, defend itself against competitive forces and influence them in its favor, and leverage communication resources to sell the brand message and build brand equity. You will examine how a favorable brand and memorable brand experiences can influence a brand's ability to withstand competitive pressures and thrive in dynamic sport market conditions. You will study brand management from the consumers/fans/sponsors perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity. You will become acquainted with cutting-edge frameworks, concepts, and tools that have been adopted across industries and around the globe to build lucrative brand franchises.

MSM 1004 Consumer Behavior for Sports and Events

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

MSM 1005 Digital Media and Communication

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

MSM 1006 Financial Management of Sports Companies

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

MSM 1007 Sports, Events, and Sustainability

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

sports event sector associated with sustainability.

MSM 1008 Research Methods and Applications

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

MSM 1009 Applied Project Management

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

MSM, Semester 2

MSM 2001 Governance of International Sport Federations

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

MSM 2002 Management of International Sport Events

In response to technological advancements, environmental concerns, and shifting consumer preferences, the event industry has undergone an unprecedented transformation. From trade fairs to sports events and corporate meetings, it is paramount to apply a methodological approach to planning and managing

successful events in today's world. Combining theory and practice, this course takes an explicit international approach to the sports event industry and trains students to address the challenges and opportunities of working in a global context and bolster their employability for all event-focused roles. Students will be challenged to develop future-proofed sports event concepts, which satisfy multiple stakeholders and improve the return on investment of sports event venues.

MSM 2003 Stakeholder Management and Contract Negotiations

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

MSM 2004 Personal Leadership - Driving Performance

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

MSM 2005 Applied Event Management

The aim of the course is to explore the modern era of event management. Through the illustration of the different event types: conferences, exhibitions, Meeting Incentives Conferences and Exhibitions (MICE), to the development of the event products, to the management and marketing aspects of the event application, with the latter the driving principles of a

successful event operation. Next, the course will explore the marketing and strategic levels of the event sector as well as the developmental and digital events, all within the required innovation and sustainable tenets of product creation and performance.

MSM 2006 Entrepreneurship in the Sport and Event Business

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

MSM 2007 E-sport and Innovations

This course offers a detailed look at how innovation in the sports business is influencing industry cash flow and, by extension, executive decision-making. The course does so by exposing students to specific areas of innovation and e-sports industry linked to current events shaping the industry. To provide added perspective, guest lecturers on the cutting edge of sports business innovation and e-sport will reinforce key concepts. Examining innovation requires close consideration and analysis of numerous industry stakeholders, ranging from entrepreneurs, financiers, attorneys, and media executives to professional sports leagues, collegiate athletic department administrators, and athletes, among others. With the estimated annual size of the sports business industry over 500 billion, many tech companies have focused their attention on gaining a foothold with industry participants and disrupting the traditional landscape. In doing so, numerous business principles are refined and extended to meet consumer demand.

MSM 2008 Ethics, Sport and Society

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

MSM 2009 Business Field Trip

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

MSM, Semester 3

MSM 3001 Applied Project

This applied project offers an opportunity to further develop the knowledge, skills, and insights gained during the Master's program, and apply these to a professional context. Initial steps, including identifying a business problem, transforming this into a research question, and defining a clear research process, will be completed in a collaborative setting. Participants will continue their project under the guidance of a dedicated member of faculty. Projects might focus on topics as varied as leadership issues, financial challenges, or innovative ideation to name a few.

MSM 3002 Internship & Portfolio
The internship period is designed to provide students with the opportunity to apply and relate the theoretical knowledge and practical skills acquired at the institution to real workplace practices and environments within the industry. Students are required to engage in an academic component by completing an online course. This course offers students the chance to develop competencies in essential areas such as communication, collaboration, problem-solving, professionalism, and leadership.

F.   Master's in Hospitality Strategy and Digital Transformation (LRCM only)

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

MDT 2110 New Trends and Disruptions in Hospitality

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

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 constraigns 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 it's influence on corporate strategy and performance.

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

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

MDT 2214 Revenue, Channel and Demand Management

In this module-long course students will combine the concepts from prior courses Hospitality Finance and Value Creation, Performance Measurement and Business Analytics, Hospitality Business Strategy Design and Development, Advanced Digital Marketing Strategies and Tactics to design and implement an effective pricing and channel management strategy. Students will test their pricing, positioning, and distribution strategies in a simulated marketplace of otherwise identical hotels being managed by their peers, then evaluate and explain the effectiveness of the strategy. 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

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 Academic Catalog 90 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, organizations require digital transformation to stay relevant. Successful implementation of digital transformation requires hospitality managers at all levels to effectively participate in the transformation and implementation processes. The objective of the course is to provide students with an expertise in conceptualizing, assessing, and producing a digital transformation plan. Digital transformation strategy frameworks are used to create the digital transformation roadmaps.

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

MDT 2411 Capstone Project

As a final requirement for completion of the Master 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.

Postexperience Programs

F. Master's in Hospitality Management with Specialization

MHM I

PD 1001   Hospitality Finance and Performance Management

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

PD 1002   Hospitality Revenue Management

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

PD 1003   Services Marketing in a Digital Age

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

PD 1004   International Events Management

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

PD 1005   Entrepreneurship and Business Modelling

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

PD 1006   Business Field Trip

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

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Electives

PD 1007   Hospitality Leadership and Change Management
Today's hospitality business takes place in a constantly changing global environment. Implementing and coping with such

changes is the expectation of effective leaders. This course will examine the contemporary principles, techniques and research findings in hospitality leadership and change management to ensure sustainable organizational effectiveness. The primary goal of the course is to prepare students for advanced leadership roles in modern hospitality organizations. Students will be encouraged to reflect upon their own social and emotional skills, change management skills and leadership potential.

PD 1010   Sustainability in a Global Hospitality World
The course provides the foundations for social responsibility in relationship to individuals, organizations, and the community in the hospitality world. In our current world there is a clear need for a transition towards a sustainable society searching for the balance between social, environmental, and business aspects of life. The course will provide an outline of Corporate Social Responsibility (CSR) as an alternative principle in the business environment for long-term sustainability. Students will be able to recognize and enforce good strategic practices, gaining the skills to analyze, develop, and make recommendations for implementing strategic CSR in hospitality organizations, or consumers wanting to behave responsibly.

PD 1009   Strategic Management in a Global Environment
"The students will be introduced to identifying strategic challenges in the global hospitality industry. Tools for evaluating business environments and making rational strategic decisions are introduced. This course provides an overview of the current strategic orientations of hospitality firms, and of the consequences of major trends on the future of the industry.

PD 1008   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.

Specialization Food and Beverage (LRCM only)

PFB 1001   International Hospitality Best Practices in Customer Service

In this course, the art of exceptional customer service is explored within the realm of global hospitality. Through engaging lectures and real-world case studies, students will gain insights into best practices that transcend borders, cultures, and expectations. From personalized interactions to seamless service delivery, we dig into the strategies employed by industry leaders to create memorable guest experiences. Students will cultivate the essential skills and knowledge required to excel in customer service and elevate the standards of hospitality worldwide. Get ready to embark on a transformative journey in international hospitality excellence!

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

PFB 1003   Food and Beverage Operation and Trends
In the course of Food and Beverage Operation and Trends the ever-evolving landscape of the F&B industry is explored, equipping students with the knowledge and skills to thrive in this competitive field. Through engaging lectures and practical exercises, students examine the complexities of efficient F&B operations, encompassing everything from inventory management to staff training and guest satisfaction. Additionally, the latest trends shaping the industry are analyzed, such as sustainable practices, fusion cuisines, and experiential dining. Students will stay ahead of the curve, master operational excellence, and navigate the exciting world of F&B with confidence and innovation.

PFB 1004   Food and Beverage Management Essentials

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

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

PFB 1005   Entrepreneurial Mindset, Innovation and Value Creation

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

PFB 1006   Food Styling for Marketing Visuals

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

PFB 1007   Digital Marketing and Leveraging in Social Media Environment

In this dynamic course of Digital Marketing and Leveraging in

the Social Media Environment, students explore the power of digital platforms and social media in reaching and engaging with target audiences. Through interactive lectures and practical exercises, students will develop the skills to create effective digital marketing strategies, leverage social media channels, and harness the potential of online advertising. By exploring content creation, community management, and data analytics to maximize online presence and drive meaningful customer interactions, students will unlock the secrets of digital marketing success, stay ahead of the digital landscape, and propel their brand to new heights in the ever-evolving world of social media marketing.

PFB 1008   Business Field Trip

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

Specialization Digital Transformation (LRCM only)

PDT 1001 New Trends and Disruptions in Hospitality

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

PDT 1002 Effective Technologies in Operations and Service

This course will explore the specific technologies that are improving efficiency and the customer experience in a traditional hospitality environment. Students will assess the impact of technology on customers, employees and the financial

health of the business and begin developing a personalized vision for how technology can be seamlessly integrated into traditional hospitality to improve efficiency and the on-property customer experience.

PDT 1003 Data Analytics for Hospitality

In today's digital era, data plays a crucial role in the competitive hospitality industry. This comprehensive course equips students with essential skills in data analytics, enabling them to make informed decisions, optimize operations, and enhance the guest experience. By covering fundamental concepts, cutting-edge techniques, and powerful tools for data collection, analysis, and interpretation, students will gain a solid foundation in data analytics and its practical applications within the hospitality sector. This empowers them to drive digital transformation, stay ahead in the evolving hospitality landscape, and achieve superior business performance. With a focus on real-world scenarios, this course ensures students are well-prepared to navigate the data-driven future of the industry.
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PDT 1004 Implementing and Leading 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, organizations require digital transformation to stay relevant. Successful implementation of digital transformation requires hospitality managers at all levels to effectively participate in the transformation and implementation processes.
The objective of the course is to provide students with an expertise in conceptualizing, assessing, and producing a digital transformation plan. Digital transformation strategy frameworks are used to create the digital transformation roadmaps.

PDT 1005 e-Commerce and Advanced Revenue Management

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

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

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

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

PDT 1007 Business Field Trip

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

Specialization Leadership & Talent Management (LRM only)

PLT 1001   Developing your Leadership Potential

Unlocking one's full leadership potential begins with a deep understanding of oneself. Embracing strengths, acknowledging weaknesses, and navigating discomfort empower us to make conscious decisions about personal growth. Increased self-awareness directs our focus to what truly matters, allowing us to prioritize and address important aspects that enhance the value

of our actions. Being truly aligned with oneself not only makes the journey more enjoyable but also heightens effectiveness and productivity. In leadership, self-awareness isn't just a skill, it's the catalyst for transformative and influential impact.

PLT 1002   Leading People to Success

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

PLT 1003   Managing Diverse High Performing Teams

High-performing teams are dynamic entities shaped through a strategic and thoughtful process that considers multiple factors before building a team and initiating collaboration. It is imperative for every leader to comprehend the evolutionary path of teams, understand the essential roles, and identify the overall skills and competences necessary to successfully attain the team's defined goals. Analyzing the team roles and strategically attracting and retaining talent are pivotal steps in defining a structure that is crucial during periods of change and uncertainty.

PLT 1004   You, the Leader´s Coach

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

PLT 1005   Project Management

This module is a dynamic journey into practical projects, bridging theoretical knowledge with tangible, real-world applications. Functioning as a cornerstone, its design is meticulous, aiming to empower learners to not just understand themselves but to directly apply this self-awareness in a variety of real-world scenarios. Through immersive experiences, participants will not only enhance their theoretical comprehension, but also cultivate a practical mindset crucial for navigating the complexities of diverse professional contexts.

PLT 1006   Effective Communication for Successful Relations

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

PLT 1007   Interpersonal Skills

Interpersonal skills, fundamental for effective communication and collaboration, are the focal point of this course. You will be empowered to understand and manage emotions, empathize with others, navigate conflicts effectively, build positive relationships, enhance networking abilities, and acquire negotiation expertise. The curriculum, incorporating a balanced mix of theory, practical exercises, and real-world applications, ensures mastery in transmitting messages and connecting with people in various contexts. The course addresses crucial aspects such as emotional intelligence, public speaking, negotiation, and networking skills, laying a robust foundation for enduring success in professional interactions and leadership.

PLT 1008   Business Field Trip

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

Specialization Marketing Management in Luxury Tourism (LRM only)

MLT 8103   Luxury Fashion and Lifestyle Trends

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

MLT 8107   Customer Relationship Management In Luxury

This Customer Relationship Management course explain practical methods and technology for profitable customer connections. Understanding the significance of knowing your customers deeply, this course examines data collection, analysis, and retention essentials. Discover why cultivating robust relationships is crucial, learning to extend customer loyalty by comprehending their journey and duration as clients. Uncover the basics of CRM systems, emphasizing their construction and utilization to gain a competitive edge. With accessible language and real-world examples, this course equips students with the skills to navigate CRM, emphasizing the monetary value building and maintaining strong customer relationships in luxury."

MLT 8105   Agile Digital Marketing for Luxury Business

This course provides the student with a solid base of how to use the Internet and a wide range of technologies as a marketing tool to create a digital marketing plan in luxury business. This course also follows the technical basics of how to create, obtain and gather information from the online sphere, this world is now online. Nowadays the world is digital, we must create our business strategies taking into consideration digital marketing channels, social media platforms, upcoming and agile technologies, as well as the most widespread, interactive and useful marketing tools. It will showcase how to create an ecosystem to measure all the marketing activities to accomplish the business and strategic goals of luxury firms.

MLT 8102   Sustainable Luxury and Ethics

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

MLT 8106   Strategic Data Analytics for Decision Making

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

MLT 8108   Exclusive Brand Week   During the event, students

will be inspired by distinguished representatives and leaders from renowned luxury brands hailing from major luxury markets. Gain valuable insights directly from the masterminds behind some of the world's most coveted labels.

Immerse yourself in engaging panels and hands-on workshops that will prompt deep reflection on the ever-evolving landscape of primary luxury markets. Delve into captivating discussions covering a spectrum of topics, including sustainable luxury practices, cutting-edge design, and the impact of digital technologies on the luxury consumer experience.

As a student, you'll have the opportunity to step into the world of luxury through participation in a luxurious experience and an extravagant gala evening. Prepare for a night filled with glamour and sophistication, providing you with a firsthand taste of the opulence synonymous with the luxury industry.

Specialization Golf Management (LRM only)

PGM 1001   Introduction to Golf Industry

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

PGM 1002   Golf Club Operations

This course provides a detailed introduction to crucial concepts in golf club operations. It explores the fundamental elements necessary for effective management, spanning from the clubhouse to the intricacies of the course itself. Participants will acquire a comprehensive understanding of the key pillars that form the foundation of organizing and operating a successful golf facility.

PGM 1003   Agronomy and Machinery

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

PGM 1004   Golf Course Design

This course addresses the challenges encountered by developers during the design and construction of golf courses. The content includes a comprehensive study of factors essential for planning

an environmentally sustainable golf course, with a dual focus on maximizing efficiency and ensuring an exceptional customer experience simultaneously.

PGM 1005   Golf Business Management

This course emphasizes the managerial aspects of a golf management position, providing a comprehensive exploration of the interconnections among various corporate golf facilities. It offers insights into integrating these facilities within a business strategic plan, encompassing financial and economic considerations. Additionally, the course includes the dynamics of boards, committees, and their impact on the leadership and functions of a golf club manager.

PGM 1006   Marketing and Golf Events

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

PGM 1007   Golf Academy and Tournaments

This course provides a comprehensive exploration of golf academy essentials and management. The content encompasses an explanation of the diverse services it may offer, supported by technologies that enhance their delivery. Additionally, the course offers an overview of the organization and operations involved in golf tournaments.

PGM 1008   Business Field Trip

The study trip aims to link selected program learning outcomes to the strategic and operational realities of golf management. The week-long trip is created around visits to a variety of golf businesses with a focus on interaction with senior management. Each visit offers a balance between a presentation, 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.

Hospitality Immersion Program (HIP)

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

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

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

F.   Postgraduate Diploma in International Hospitality Management (LRM and LRCM)

PGD IHM I

PD 1001   Hospitality Finance and Performance Management

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

PD 1002   Hospitality Revenue Management

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

PD 1003   Services Marketing in a Digital Age

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

PD 1004   International Events Management

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

PD 1005   Entrepreneurship and Business Modelling

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

PD 1006   Business Field Trip

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

Electives

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

encouraged to reflect upon their own social and emotional skills, change management skills and leadership potential.

PD 1010   Sustainability in a Global Hospitality World
The course provides the foundations for social responsibility in relationship to individuals, organizations, and the community in the hospitality world. In our current world there is a clear need for a transition towards a sustainable society searching for the balance between social, environmental, and business aspects of life. The course will provide an outline of Corporate Social Responsibility (CSR) as an alternative principle in the business environment for long-term sustainability. Students will be able to recognize and enforce good strategic practices, gaining the skills to analyze, develop, and make recommendations for implementing strategic CSR in hospitality organizations, or consumers wanting to behave responsibly.

PD 1009   Strategic Management in a Global Environment
"The students will be introduced to identifying strategic challenges in the global hospitality industry. Tools for evaluating business environments and making rational strategic decisions are introduced. This course provides an overview of the current strategic orientations of hospitality firms, and of the consequences of major trends on the future of the industry.

PD 1008   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.

MBA and Executive Programs

G. MBA in Global Hospitality Management (LRCM only)

Semester 1

MBA 1001   Personal Development and Leadership Skills

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

MBA 1002   Hospitality Financial Analysis

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

MBA 1003   Hospitality Revenue and Demand Management

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

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

MBA 1004   Strategic Digital Marketing and Sales in Hospitality

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

MBA 1005   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.

MBA 1006   Hospitality Economics and Disruptive Business Models

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

MBA 1007   Managing Complex Organizations, Digitalization and Change Management

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

MBA 1008   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.

MBA 1009   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

MBA 2001 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.

MBA 2002 Corporate Finance and Shareholder Value

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

MBA 2003 Data Analytics and Decision Making

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

MBA 2004 Sustainability and CSR in Hospitality

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

MBA 2000 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.

MBA 2005 IBusiness Field Trip

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

MBA 2006   Advanced Topics in Revenue Management

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

MBA 2007   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.

MBA 2008   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.

MBA 2010   Design Thinking and Business Model Creation

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

MBA 2011   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.

MBA 2012   Financial Lifecycle, Fundraising and Communication

This course looks at the fundamentals of the financial lifecycle and fundraising mechanisms considering traditional approaches to raising capital on specific platforms such as crowdfunding. 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.

MBA 2009   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.

G.   Executive Master 's in International Hotel Management (LRM only)

EMIHM Term 1

EMIHM Module 1

M 9110 A Practical Approach to Protocol and Etiquette

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

M 9111 Advanced Hospitality Operations

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

EMIHM Module 2

M 9112 Marketing Strategies for Hotel Management

In this course, the student will learn marketing concepts, principles, techniques, strategies in the digital era, and how digital marketing and omnichannel marketing are connected to the overall management of hotels. The hospitality and tourism industry are experiencing rapid and dramatic changes because of the 4th industrial revolution; therefore, knowledge and understanding of technology and marketing concepts are of vital importance for success. Starting from the idea that the purpose of marketing is to create and deliver value to engage with consumers, and establish long term relationships, the course begins with the examination of omnichannel marketing as one of the main strategic pillars in any company nowadays. Then we progress through an analysis of the business ecosystem, and how to create long term sustainable products and services for a wide range of digital travelers: baby boomers, generation X, millennials, generation Z and digital natives.

M 9114 Leadership and Organizational Behavior

The course will examine the contemporary principles,

techniques and research findings in hospitality leadership and organizational behavior that are driving high performance and continuous improvement in hospitality. Leaders need to have a good understanding both of themselves and of those whom they will lead. The primary goal of this course is to prepare students for advanced leadership roles in modern hospitality organization. Students will be encouraged to reflect upon their own leadership potential. Additionally, students will explore different work environments that meet the needs of culturally diverse employees or employees whose culture is different from their own. Commitment and performance are fostered by good human relations and leadership, and so is change management; all demand proper attention be given to human resource planning, management, and employee relations.

EMIHM Module 3

M 9116 Revenue Management

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

M 9117 Innovative, Alternative & Sustainable Trends in Tourism

The course will identify different alternative, innovative and sustainable trends in hospitality. This subject's objective is to explain the needs of nowadays responsible travelers demanding alternative experiences. The course will provide an overview of Corporate Social Responsibility as an alternative principle in the business environment. Students will be able to identify and implement some good strategic practices and gain the skills to analyze, develop, and make recommendations for implementing strategic CSR in organizations or consumers wanting to behave responsibly. The course will also discuss and present different alternative touristic destinations as well as the importance of innovation in the hospitality sector.

EMIHM Module 4

M 9113 Entrepreneurship and Business Modelling

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

M 9115 Advanced Finance and Budgeting

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

M 9118 Data Analytics (Digital) for Decision Making

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

EMIHM Semester 2

EMIHM Module 5

M 9212 International Human Resources

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

M 9215 Project Management

Project Management is a key factor in nowadays businesses by being able to implement successfully new strategies, products or services in any type of organization. Good project management ensures that stakeholder's needs are met, costs are controlled, and objectives are well stablished within the organization. It is undeniable that nowadays projects are an increasingly important aspect of any modern business including the hospitality industry. Therefore, this course provides a systematic introduction to the main aspects of project management. The course also underlines the importance of understanding the relation between projects and the strategic goals of the different hospitality organizations. Furthermore, throughout the course, the different stages of project management are reinforced by hospitality real life situation.

EMIHM Module 6

M 9211 Crisis Management

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

M 9213 International Business Strategy in Hotels

By taking this course the students will be able to understand a framework of the main elements in 100 international management and global business strategy. International

Business Strategy in the hotel and tourism industry nowadays requires the analysis of a huge, and a very complex ecosystem. Unreliable and incomplete information due to technology and fake news influences the ability to fight OTAs and the design of business strategies based on data available and collected. This course offers a wide a range of elements (lectures, practical exercises, class discussions, case studies and presentations to understand how to adapt business strategies to different cultural scenarios. Therefore, students will have the opportunity to develop and practice analysis, investigations, research and campaigns in a global business environment.

M 9214 Hospitality Real Estate and Investment

Analysis of the perspectives of the Hospitality Industry from both the Operators´ and from the Real Estate Investment point of views, their respective priorities and needs, and their competing alternatives and conflicting interests. Project M 9210 Applied Project The student will learn how to put academic research together with their specific business curiosity in order to create an applied project, supervised by relevant faculty in the area of knowledge. The student will be required to present a piece of work framed in the academic content provided during the academic program. Competent in the functioning of the operational side of the hotel (Semester 1), the student will be presented with a business scenario that requires further action to take based in the circumstances given by the faculty. The student must prepare an action plan and an implementation strategy supported with relevant literature review that objectively arguments and supports the provided conclusion to the given problem.

EMIHM Semester 3

Internship (optional)

M 9310 Reflection on Practice

The internship period is to provide the opportunity for the student to use and relate the theoretical and practical knowledge acquired in the institution to workplace practices and environment in the industry. The student is required to go through an ACADEMIC part by doing an online course. This online course gives an opportunity for students to develop competencies in communication, collaboration, problem-solving, professionalism, and leadership. The student is required to complete a series of assignments (check SOW for reference) in order to PASS this course.

M 9311 Professional Development

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

H.   Executive MBA in Global Hospitality Management (LRCM only)

Module 1 - Embracing the Industry Transformation

EMBA 1001   Leadership Skills and Career Growth
From gaining the deep respect of team members to consistently delivering measurable business results, effective leadership consists of a myriad of characteristics, strategies, and skills. The course offers a subtle balance between key theoretical concepts and practical elements around three main areas: Knowing yourself, knowing your context and knowing your team to coach long lasting and global leaders. The primary goal of this course is to prepare highly-skilled managers, boosting their emotional and social skills for advanced leadership roles in modern hospitality organizations.

EMBA 1002   Hospitality Economics and Disruptive Business Models
A knowledge of economic models and techniques is essential to the understanding of the business environment in which organizations currently operate, and in which they may wish to operate in the future. Microeconomics provides senior managers with the tools to evaluate their competitive environment, while macroeconomics and international economics provide insights into the potential pitfalls and opportunities in the wider context in which a company operates, or in which they may wish to operate. Throughout the course the emphasis is on the real-life application of economic concepts.

EMBA 1003   Strategic Digital Marketing and Sales in Hospitality
This course focuses on digital marketing tactics and strategies that have become the manner how successful hotels attract customers. Working in teams with case hotels, learners will apply their real-life experience to assess digital marketing campaigns they would encounter in the industry. Starting from an understanding of the major differences between service and product marketing, the course examines the impact of the digital age in shaping current strategies. Participants will also be prepared to deal with the disruptive digital environment and research current trends to identify opportunities and design sound business practices targeting online customers.

EMBA 1004   Sustainable Hospitality and Tourism Development
Often regarded as a novel concept, sustainability has gained tremendous momentum for development over the last decade. The course will explore the dynamics of sustainability in tourism and hospitality. With a global perspective, it will probe the different facets or scenarios of sustainable development. In addition, it will examine the fundamentals of circular economy, quality of life and corporate social responsibility, as strategic tools for growth. Through diverse and global case studies, the course will showcase the different aspects of development in diverse environments and landscapes.

Module 2 - Managing Critical Operations

EMBA 2001   Hospitality Financial Analysis
This course explores the fundamentals of financial accounting to develop expertise in financial analysis. For non-finance executives, the course will cover various aspects of preparing financial statements for external stakeholders. Subsequently, the focus will be on a future orientation, equipping participants with tools to improve dialogue with internal stakeholders and finance specialists to enhance decision-making processes and overall performance. The course will also be used to develop an understanding of what contributes to optimizing shareholder value. Skills acquired in this course will serve as an important basis for the corporate finance course.

EMBA 2002   Hospitality Revenue and Demand Management
The course aims to enhance the participants' knowledge and understanding of the concepts, principles, and implementation of revenue management in the hospitality sector such as hotels, restaurants, and other travel related businesses. Revenue management strategies will then be illustrated by the simultaneous management of demand (pricing) and capacity (service duration). The course will develop the participants critical and analytical skills using case studies and illustrations of practice.

EMBA 2003   Managing Complex Organizations and Digitalization
The digital revolution that hospitality businesses face means that operations managers need to be prepared to face extraordinary levels of competitive pressures. The role of digitalization in this transformation is to produce effective results while maintaining an engaged workforce. Emphasis will be placed on critically analyzing theoretical models to appraise traditional and more recent management and organizational strategies which facilitate, or hinder adaptability, particularly in complex organizations.

Module 3 - Driving Financial Performance

EMBA 3001   Hotel Valuation and Performance
The course focuses on the principles and techniques used in the hospitality sector to evaluate current and predicted property performance, including the impact on asset value for the purpose of sale or acquisition. The range of valuation techniques will be reviewed, compared, and applied to various case study examples. Strategies for multi–business valuation and valuation for corporate restructuring, mergers, and acquisitions will be discussed in the context of the hospitality sector. Emphasis will be placed on the contemporary value drivers including reputation, brand value and data management. The role of professional associations in setting standards and monitoring responsibilities will also be examined.

EMBA 3002   Hotel Asset Management and Contract Negotiation
Hotel asset management and contract negotiation require a holistic overview and understanding of the complete hotel business. This course focuses on rational hotel asset management strategies and concepts deriving from the benchmarking of appropriate key performance indicators. Furthermore, analysis and evaluation of contemporary hotel management contract terms will develop the necessary knowledge to reflect and align the interests of both asset owners and third-party asset operators.

EMBA 3003   Data Analytics and Decision Making
This course provides a comprehensive introduction to the field of business analytics, focusing on its role in decision-making and its practical applications in the hospitality industry. It covers various aspects of business analytics, including data management, different types of analytics (descriptive, diagnostic, predictive, and prescriptive), and the process of creating a business analytics project. Students will engage in live sessions, watch instructional videos, and complete readings to gain a well-rounded understanding of this crucial field.

EMBA 3004   Design Thinking and Business Model Creation
Good business decisions are user-centered. They require active user involvement in the co-design and co-creation of robust business models, products, processes, and services. Experience of the product is ultimately the end product, and an inclusive business model should meet the requirements of evolving change to meet customer expectations consistently. This course will provide the tools to assess product or service value proposition, capture and retain a consumer base, integrate creative value chain methodologies, and become self-sustaining revenue regenerators. Experience of the product is ultimately the end product, and an inclusive business model should meet evolving customer expectations.

Module 4 - Leading the Strategic Journey

EMBA 4001   Corporate Finance and Shareholder Value
Corporate finance is the study of managerial decision-making concerning investment, long-term financing, interpretation, and communication of information to assist managers in fulfilling their organizational objectives and enhancing shareholder value. The course aims to instill experienced learners with the ability to make long term planning and financial decisions, including effective controlling, and the selection of relevant information for decision making.

EMBA 4002   Business Strategies and Risk Management
Driven by the globalization of trade, financial flows, transportation and the digitalization of exchanges, the international hospitality industry has evolved into complex systems linking activities such as distribution, branding, risk management, real estate ownership and financing. In such an environment, hospitality companies have espoused singular strategies that have shaped their boundaries and changed the sets of relationships governing the industry. This course provides an overview of the current strategic orientations of hospitality businesses and the consequences of major trends on the past and future of the industry. Classic strategic and risk management frameworks will be introduced and reviewed, and their application to the industry discussed.

EMBA 4003   Organizational Change Management and Innovative Practices
Organizations, especially businesses, need to be agile and ready to adapt quickly to the constantly changing business environment. They must understand how to effectively develop, lead, and manage innovation and change-ready cultures to thrive in their markets. Through different methodological models and techniques, the course aims to explore different change management models and innovative practices to lead the strategic journey of a constantly changing hospitality industry. Experienced learners will be equipped to lead a digitally agile workforce and foster a culture of innovation.

EMBA 5001   Applied 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.

Pre-Programs

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

ENG E631   English Skills

The focus of this course is on the grammar and vocabulary used in professional contexts, preparing students for real world communication. Students will analyze language in a variety of registers, forms and contexts and will improve their accuracy and fluency through a variety of communicative activities.

ENG E632   Listening and Speaking

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

ENG E633   Reading and Writing

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

ENG E634   English for Hospitality

This course enables students to improve the accuracy and range of the English language skills they will need to study and work in the hospitality sector. They will work on acquiring hospitality related vocabulary and developing professional communication skills through a variety of speaking activities appropriate to the hospitality context.

ENG E636   Skills for Academic Success

This course provides the students with the core academic skills and language needed for further study. Students will listen to lecture extracts and take notes, develop reading strategies to write academic papers (analyzing data, building an argument, structuring an academic text, process writing, summarizing, paraphrasing and reviewing their own written work) respecting APA style.

ENG E637   Culture and Tourism

This course explores the relationship between culture and tourism. Students consider ways of defining culture and how people relate to their own culture and that of others. The course seeks to develop awareness of cultural differences and encourages understanding of these differences and acceptance of others. Students relate this understanding to tourism and their perceptions of the needs of customers.

ENG E638   Test Preparation

This course prepares the students to take the IHELP exit test by familiarizing them with the format and content of the test. Students analyze key language points and practice working with timed reading and listening comprehension exercises.

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

ENG E531   Culture in Hospitality
Although the concept of culture is integrated in the language, this course allows students to gain self- awareness in their own culture and have a realistic view of other cultures. Les Roches Marbella offers a multicultural context for students to explore and discuss. Debate-oriented sessions will allow students to express their opinion as well as learn to respect and understand opposing views.

ENG E532   Hospitality Innovation
This course provides the opportunity for students to get an overview of this amazing industry and explore the current trends that are shaping it. This course places most of the responsibility of learning and researching information on students, which will be done using the various learning resources offered: Moodle resources, the physical Library, as well as the e-Library.

ENG E533   Operating in English
Every week, students will be part of a hotel operation: from serving in a fine-dining restaurant, to cooking at a Bistro, this will allow them to fully immerse themselves and use the language in action.

ENG E536   Taking the Business: Satisfying Customers
In the field of hospitality, adopting quality interpersonal skills is crucial given that the level of satisfaction of guests has a direct impact on the business. Moreover, this level of satisfaction not only depends on how we speak but how we write. This course will allow you to gain hands-on experience in dealing with customers face-to-face as well as online written channels.

ENG E537   Understanding the Business
Mastering a language requires starts with fully understanding the structure as well as everything surrounding it. This subject will mainly focus on the receptive skills and the critical approach required to

understand the language of hospitality and business professionals. Moreover, attending sessions of your desired study program (undergraduate, postgraduate, or Masters') will give you the opportunity use the language with a real and relevant purpose.

12.
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.

13.

Academic Regulations for Undergraduate Program (First Cycle)

(Academic Regulations for Postexperience Programs (Continuing / Further and Executive Education) 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 institution is more suitable to their personal needs and expectations 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 higher education 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 (except in Bachelor's Degree, semester 6 and Bachelor's Degree, semester 7) 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 ssistant Dean of Undergraduate Program.
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 Assistant Dean of Undergraduate Program within one week following the refusal of Exemption.
2. Assistant Dean of Undergraduate Program 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% represents exceptional work and 60% is the minimum passing grade for all courses of the taught semesters of the undergraduate program.

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 the Executive Academic Dean, Assistant Dean of Undergraduate Program, Academic 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 outcomes to be met as a milestone before the start of the next enrollment 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 enrollment 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 enrollment, 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 institution website.

Bachelor's Degree, Semester 1: On-campus Hospitality Immersion
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 8 credits worth of courses with average between 40% and 60%

Bachelor's Degree, Semester 2: Practical Hospitality Immersion (Internship) and Bachelor's Degree, Semester 5: Practical Hospitality Management (Internship)

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

Bachelor's Degree, Semester 3: Foundations of Hospitality Excellence and Bachelor's Degree, Semester 4: Towards Exceptional Guest Experience

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 5 credits worth of courses with course average between 40% and 60% in each of the semesters

Bachelor's Degree, Semester 6: Hospitality Analytics for Leaders
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 5 credits worth of courses with average between 40% and 60%

Bachelor's Degree, Semester 7: Leadership, Strategy and Innovation
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 6 credits worth of courses with course average between 40% and 60%,

— have no more than 9 credits worth of 3 courses with course average below 60% in both semesters 6 & 7 combined,

— pass all courses specific to the chosen specialization for it to be mentioned on the award.

For the option of completing a Dissertation in semester 7 (Honors Degree), the following additional regulations apply.

— have no grades below 60% in the Semester 6 (before re-sits)

— have an average above 75% in the semester 6,

— have an acceptable dissertation proposal by the end of semester 6,

— successfully complete dissertation during semester 7 (in place of a general education class),

— have no courses with course average below 60% in the final semester (after re-sits)

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

— 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 institution.

— 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 Assistant Dean of Undergraduate Program. There will be an additional

charge for this late examination.

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

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

Notes on Retake Courses

— Students who have not met the minimum achievement grade (after re-sit) in more than 5 credits (8 credits for BBA 1, 6 credits for BBA 6 2023.2 & BBA 7 2024.1) 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-re-sit 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.

— Semester 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 Assistant Dean of Undergraduate Program as soon as possible, but the latest within one day of his / her return to the institution 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 Assistant Dean of Undergraduate Program 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 Assistant Dean of Undergraduate Program 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 institution. At the beginning of each academic semester to arrange

the support needed and to be granted the facilitating conditions the procedure is as follows for the two campuses. LRCM: The student must approach the institution's Learning Officer to be informed of possible arrangements. LRM: Information on any known medical conditions and / or learning differences must be provided on the application form. In addition, the students are required to approach the Student Counsellor to be informed of possible arrangements.

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 institution'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 enrollment (unless determined otherwise by the Assistant Dean of Undergraduate Program 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 Assistant Dean of Undergraduate Program 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 institution 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 institution. 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 institution. 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, Assistant Dean of Undergraduate Program, 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 Bachelor's Degree, semester 1 academic courses, and all courses of Bachelor's Degree, semesters 3, 4, 6, 7 and 8)

Absence Limit per Course

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

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 from the

Registry page on the Student Portal, 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 Bachelor's Degree, semesters 3, 4, 6 and 7 students)

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 institution 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 Bachelor's Degree, semester 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 institution infirmary on the same day)
— Any other justified reason approved by the Bachelor's Degree, semester 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 Bachelor's Degree, semester 1 until the Bachelor's Degree, semester 1 progression requirements are met.

Suspension and Invalidation of the Bachelor's Degree, semester 1

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 institution website and from the campus Accounting office.

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

S. Behavior 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 institution 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.
- Students who have lost more than 1.0 point in the overall educational journey (Bachelor's Degree, semester 1 – semester 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

- 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 Assistant Dean of Undergraduate Program 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 the presence of the Executive Academic Dean.

The Progression / Awards Board will have the authority to make 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 upon successful completion of the program. The student must also be cleared of all financial and legal obligations towards the institution.

Classification

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

Calculation Based on

Semester 2024.1:
- Average of semesters 6 and 7

***For students from intake 2024.1:
- Average of the last taught two semesters.

V.   Withdrawal from the Institution

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 institution. 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 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 necessary credits.

—   Having cleared all admission, financial and legal obligations towards the institution.

Exit Award*	Description	Min Credits
Diploma	Exit award of the Bachelor's Degree program: having met the progression criteria of the first three taught semesters and passed the required internships*	84
Associate Degree	Exit award of the Bachelor's Degree 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

* not recognized by Canton of Valais

W.   Final Disposition

The present regulations are adopted by the Management of the Les Roches Global Hospitality Education and shall be effective from March 2024.

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

14.
Academic Regulations for Postexperience Programs (Continuing / Further Education)

(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, Assistant Dean of Graduate Program, 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 enrollment level (if applicable). Internship postponement will not be considered unless mitigating circumstances are submitted in time and accepted by the Assistant Dean of Graduate Program.

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 enrollment 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 enrollment, 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 institution 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 MHSDT students to progress from one semester to the next,

re-sits are entitled for failing courses with an average between 50% to 60%. Retake is required for failing courses with average below 50% unless otherwise specified.

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

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

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

Internship Research and Reflection Re-submission

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

Pass

Students need to complete and pass all the courses

I.   Examination Regulations

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

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

A student who misses an exam for the above reasons must notify his / her Assistant Dean of Graduate Program as soon as possible, but the latest within one day of his / her return to the institution 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 Assistant Dean of Graduate Program 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 Assistant Dean of Graduate

Program 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 institution. At the beginning of each academic semester to arrange the support needed and to be granted the facilitating conditions the procedure is as follows for the two campuses. LRCM: The student must approach the institution's Learning Officer to be informed of possible arrangements. LRM: Information on any known medical conditions and / or learning differences must be provided on the application form. In addition, the students are required to approach the Student Counsellor to be informed of possible arrangements.

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 institution'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 enrollment (unless determined otherwise by the Assistant Dean of Graduate Program 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 Assistant Dean of Graduate Program 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. Behavior 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 institution 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 Assistant Dean of Graduate Program 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 the presence of the Executive Academic Dean.

The Progression / Awards Board will have the authority to make 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 upon successful completion of the program. The student must also be cleared of all financial and legal obligations towards the institution.

Classification
PGD, PDD, MHSDT and MBA Programs

— Distinction: 90% and above

— Merit: not applied Calculation Based on

— MHSDT and MBA programs: average of the two taught semesters

— PG / PD Diploma program: weighted average of all graded courses

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 institution.

W.   Withdrawal from the Institution

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 institution. 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 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 institution.

Exit Award*	Description	Min. Credits
PG / PD Diploma**	Exit award of a Master's Degree program	28
PG / PD Certificate**	Exit award of a Master's Degree program Exit award of the PG Diploma program: nineteen (19) credits with minimum one (1) credit from the second semester	19

* not recognized by Canton of Valais

** student without a bachelor's degree

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 1% 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 Assistant Dean of Graduate Program.

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 Assistant Dean of Graduate Program 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, Assistant Dean of Graduate Program, 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 enrollment, 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 the institution 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 institution'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 Assistant Dean of Graduate Program 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 Assistant Dean of Graduate Program 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 Assistant Dean of Graduate Program 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 have the authority to make 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 institution. 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 Assistant Dean of Graduate Program. 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 Assistant Dean of Graduate Program 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 institution.

16.
Academic Regulations for Executive Master's in International Hotel Management

A. Submission of Assignments

The assessments strategy must be completed on time and according to the faculty's instructions. Failure to submit on time will incur the following penalty:

− A grade of 0 will be recorded for that assignment.

Extensions:

− Extensions to deadlines are granted only by the lecturer. Students must request extensions to deadlines before the deadline has passed.

− While extensions will be granted, students are expected to meet the deadlines of all subjects in the following module. Failure to submit at that time means that the student will be asked to retake the subject in the next intake.

− Students should contact the lecturer through email to ensure the message is received, as messages through Moodle may not forward to the lecturer's inbox and could be missed

− Where an assignment has not reached the minimum grade of 6, the lecturer will provide feedback to the student, and the student will have to resubmit within a given timeframe, at the discretion of the lecturer.

− Lecturer's hours are usually from 9:00am to 17:00pm, Monday to Friday CET.

B. Progression / Awards Board

To fully progress at the end of the program, a student must:

− have no subject grades below 60%.

If these progression requirements are not reached, the student must take re-sit examinations in the failed subjects and/or retake the course, in the failed subjects, and pay the appropriate fees. The awards/progression committee is the final arbiter in these matters. Progression periods are determined by the program regulations.

C. Award and Minimum Credits per Program

The final award is issued after all modules, and the applied project (only for Master's students) are fully validated, and the student is cleared of all other financial and legal obligations towards the institution.

Executive Master's / PGD / PDD degree program:

− Distinction: 90% and above (the average of all modules is considered).

D. Re-sits and Retakes

Re-sits and Retakes (For LRM Executive Program only): For students who do not achieve the progression or achievement standards of their program of study, Les Roches Global Hospitality Education operates a system of re-sit assessments and retake options.

− A grade of 0 will be recorded for that assignment.

− A re-sit is a one-off assessment that must be taken in all failed courses, subject to an assessment fee.

− Re-sit grades: The maximum passing grade is 60%.

− A retake is required when a student has not achieved the progression requirements after attempting the re-sit assessments.

− After attempting the re-sit assessments and the student does not achieve the required grade. They must attend the failed subject again and complete all the assessments set.

E. Progression / Awards Policy

Students must complete all modules and pass all subjects to be able to receive the Executive Master/PGD/PDD Diploma. If the student has not met the achievement level for the program, after the re-sit examinations, the student must retake the failed courses; otherwise, they will not receive the Executive Master/PGD/PDD Diploma.

All executive programs (Master, PGD, & PDD) must be completed within a maximum of 2 years from the starting date of the first module in which the student has been enrolled for the first time. Executive PGD students must complete at least the first 3 modules to progress to Master Executive.

Progression to Master Executive for PGD/PDD students (Only for LRM): Executive PDD students must complete the first 4 modules to progress to Master's Executive.

16.
Les Roches Crans-Montana
Administration, Faculty and Staff

A.   Administration

A.1   Management

Chief Executive Officer of Les Roches	Mr. Carlos Díez de la Lastra Buigues (MSc)
Executive Academic Dean	Dr. Dimitrios Diamantis (BA (Hons), MSc, PhD)
Director of Integrated Services, Innovation & Institutional Relations	Mrs. Joceline Favre-Bulle
Director of Operations & Student Affairs	Mr. Giovanni Odaglia (BBA (Hons), MSc)
Head of IT Operations and Business Applications	Mr. Marc Jensen
HR Business Partner	Mrs. Cynthia Terlien (BA)

A.2   Academic

Executive Academic Dean	Dr. Dimitrios Diamantis (BA (Hons), MSc, PhD)
Assistant Dean of Undergraduate Program	Mr. Wolf Magnus Gerstkamp (BBA, MBA)
Assistant Dean of Graduate Program Clinical Professor	Mr. Frank Gueuning (MBA)
Head of Quality Assurance and Academic Development	Dr. Ruth Puhr (MA, MSc, EdD)
Librarian	Ms. Cédrine Coquoz
Les Roches Innovation Project Leader	Mr. Pablo Garcia Sánchez (MBA)

Academic Office

Executive Academic Assistant	Mrs. Julie Passera
Academic Management Assistant	Mrs. Isabelle Boisseau Sculati

A.3   Other Departments

Data and Communication Specialist	Mr. Alexander Small
Digital Media Manager	Mr. Frans Andree
BBA 1 Program Coordinator	Mrs. Lisa (Beina) Zhu
Learning Officer and Senior Lecturer	Ms. Mariam Ninan Maye (BA, MA)
F&B Manager	Mr. Xavier Gonet

Accounting

Student Accounting Officers	Mrs. Miriam Martinez Gonzalez
	Mr. Christopher Tran
AR Specialist	Mr. Simon Dayen

Admissions and Visas

Admissions Officer	Ms. Fanny Savioz
Visa-Permit Coordinator	Mrs. Danielle Nendaz

Career Services

Head of Career Services	Mrs. Stephanie Ruiz de Jongh
Senior Career Counselors	Mr. Alexandru Stoinea
	Ms. Ivone Cheang
Industry Relations Coordinator	Ms. Gaia Aveta

Facilities

Head of Front Office, Lodging and Housekeeping	Mrs. Marta Miranda
Lodging Administrator	Mr. Adrian Zurczak
Receptionist	Mrs. Anne Bobier

Health and Wellbeing

Head of Health and Wellbeing	Mrs. Angela Williner

Housekeeping
Housekeeping Manager   Mrs. Dora Cardoso

Human Resources
HR Business Partner   Mrs. Cynthia Terlien

HR Officer   Ms. Franne Scheere

Information Technology
Senior IT Infrastructure Engineer   Mr. Hugo Pereira

Senior IT Service Desk   Mr. Flavio Miranda

IT Service Technician   Mr. Tiago Coelho

Marketing
Alumni and Marketing Manager   Ms. Charlotte Andrey

Registry and Academic Quality
Head of Registry and Academic Quality   Mrs. Helen Ye-Ernotte

Deputy Registrar   Ms. Emilie Gillioz

Registry Officers   Ms. Aoife Dolan

                                                                  Mr. Simon Teall

Security
Campus Security Coordinator   Mr. Franck Fouré

Night Security Officer   Mr. Jean-François Astolfi

SPARK / Innovation
Les Roches Innovation Project Leader   Mr. Pablo Garcia Sánchez

Student Life
Student Life Leader   Ms. Rosine F. Rey

Student Life Coordinator   Ms. 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
Lecturer

He started at Les Roches in 2012. Holds a Diploma in Operatore Servizi Ristorativi (1998) and a Diploma Tecnico dei Servizi Ristorativi (2000) from Istituto Professionale di Stato Servizi Alberghiera Mandralisca, Italia. Received WSET Level 2 Award in Wines and Spirits (2014). Completed the Brevet Fédéral de Sommelier at Haute Ecole de Viticulture et Oenologie (CHANGINS) in 2016, Switzerland. Master in Food and Beverage Management from Rome Business School, Italy (2022).

Albrahimi, Albian

Assistant Professor

He started at Les Roches 2020. BSc in Finance and Accounting, University of Tirana, Albania, (2011). MSc in Finance with specialization in Financial Analysis, University of Neuchâtel, Switzerland, (2016). PhD in Financial Accounting, University of Neuchâtel, Switzerland, (2021).

Carlson Blatti, Kirstin
Senior Lecturer

She started at Les Roches in 2007. BA in Linguistics, University of Colorado, USA, (1990). MEd in Applied Linguistics, Open University, UK, (2010). Professional Certificate in Sustainable Tourism from Global Sustainable Tourism Council, GSTC, (2022).

Chib, Sanjay
Associate Professor

He started at Les Roches in 2015. BA in Hotel and Restaurant Administration, Washington State University, USA, (2001). MSc in International Hospitality Management, Manchester Metropolitan University, UK, (2004). PhD in Business, Royal Melbourne Institute of Technology University, Australia, (2013).

Darioly Carroz, Annick
Associate Professor and Head of Research

She started at Les Roches in 2013. BSc in Psychology, University of Lausanne, Switzerland, (2003). MSc in Work and Organizational Psychology, University of Neuchâtel, Switzerland, (2005). PhD in Work and Organizational Psychology, University of Neuchâtel, Switzerland, (2011).

Del Sol, Javier
Senior Lecturer

He started at Les Roches in 2010. BA in Law, University of Lima, Peru, (2000). MA in Human Resources Management, Polytechnic University of Catalonia - EAE Business School, Spain, (2002). PGC in Hospitality Management, Thames Valley University, UK, (2007). Executive MBA, University of Barcelona – EAE Business School, Spain, (2011).

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

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

Garcia Sánchez, Pablo
Les Roches Innovation Project Leader and Senior Lecturer

He started at Les Roches in 2009. MBA in Business Administration, University of Liverpool, UK, (2013).

Germanier, Rachel
Professor

She started at Les Roches in 2005. Senior Fellow of Advance HE since 2021. BSc (Hons) in Land Management from the University of Reading, UK (1991). MEd in Applied Linguistics from Open University, UK (2009). EdD from Open University, UK (2013).

Gerstkamp, Wolf Magnus
Assistant Dean of Undergraduate Program and Senior Lecturer

He started at Les Roches in 2010 and MBTI Qualified Practitioner. MBA in Hospitality Management Finance, Universidad Europea de Madrid in partnership with Les Roches International School of Hotel Management, Switzerland, (2007).

Gueuning, Frank
Assistant Dean of Graduate Programand Clinical Professor

He started at Les Roches in 2008. CHE; Diplôme Supérieur en Hôtellerie Restauration, Ecole Hôtelière de Lausanne, Switzerland, (1985). PGD in Hospitality Management, University of Derby, UK, (2006). MBA in Accounting and Finance, University of Liverpool, UK, (2011).

Hassan, Bilal
Senior Lecturer

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

Häubi, Della
Lecturer

She started at Les Roches in 2011. BA, major in French, minor in German, University of Illinois, USA, (1988). English teaching course with federal certification, ASC International House, Switzerland, (2005).

Leaney, Michael
Lecturer

He started at Les Roches in 2004. B.Eng (Hons) in Combined Engineering, Coventry University, UK, (1992).

McMath, Steven
Senior Lecturer

He started at Les Roches in 2008. Law Degree and a PGD in Legal Practice, Glasgow University, Scotland, (1994 / 1996). Higher Diploma in Accounting, Ayr College, Scotland, (1989). MBA in Finance and Accounting, University of Liverpool, UK, (2014).

Meehan, Jonathan
Senior Lecturer

He started at Les Roches in 2008. Licence-ès-Lettres Modernes, Université de Bourgogne, France, (1998). BA (Hons) French Studies, University of Manchester, UK, (1999). Cambridge DELTA - Diploma in English Language Teaching to Adults, British Council, Italy, (2011). Followed a Master of Advanced Studies in Intercultural Communication with Università della Svizzera italiana, Switzerland. Registered for a MSc in Marketing at Kings College London, UK.

Mottier, Ewa
Associate Professor

She started at Les Roches in 2007. MSc Eng. in Telecommunication, Gdansk University of Technology, Poland, (1985). Master in Business Information Systems, University of Lausanne, Switzerland, (1996). PhD in Information Systems, University of Lausanne, Switzerland, (2009).

Ninan Maye, Mariam
Learning Officer and Senior Lecturer

She started at Les Roches in 2000. BA in Psychology, University of Madras, India, (1984). Diplôme (MA) en Etudes de Développement, IUED, Switzerland, (1987).

Puhr, Ruth
Head of Quality Assurance and Academic Development

She started at Les Roches in 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

She started at Les Roches in 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

He started at Les Roches in 2004. MBA in Marketing Management, University of St Thomas Houston, Texas, USA, (1984).

Schmidt, Matthias
Lecturer and Senior Service Instructor

He started at Les Roches in 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). Specialist in

Restaurant Service, Diploma of Vocational Education and Training, Staatliche Berufsschule Rothenburg-Dinkelsbühl, Germany, (2001). Training Specialist & Vocational Training, Certificate, Hotel and Gastro formation, Switzerland, (2012). Restaurant Manager, Federal Diploma of Higher Education, Hotel and Gastro formation, Switzerland, (2013).

Van der Blom, Jan-Willem
Senior Lecturer

He started at Les Roches in 2015. Diploma in Hotel Management, SHA Hotel Management School Les Roches, Switzerland, (1992). MSc in Hospitality Leadership, Les Roches International School of Hotel Management, Switzerland, (2015).

B.2   Practical Arts Instructor
Avedisova, Sabina
Instructor

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

Beyer, Nicolas
Culinary Senior Instructor and Pastry Supervisor

He started at Les Roches in 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

She started at Les Roches in 2021. WSET Level 2 Award, Singapore (2012). Advanced Diploma in Commerce, Hospitality and Tourism Management from Singapore Kaplan Higher Education Institute, Singapore (2013).

Contreras, David
Culinary Instructor

He started at Les Roches in 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

He started at Les Roches in 2009. Brevet fédéral de Cuisine, Ecole Hôtelière de Marseille, France, (1987). B.T.S. Top Cooking Degree and Hotel Management Degree, ESITEL, France, (1989). Diplôme fédéral de Chef de Cuisine, Switzerland, (2014).

Gonet, Xavier
F&B Manager

He started at Les Roches in since 2021. BSc (Hons) in Hospitality and Food and Beverage Management, Institut Paul Bocuse, France, (2013).

Lakermance, Thierry
Executive Kitchen Chef

He started at Les Roches in 2017. Brevet de Technicien supérieur d'Hôtellerie Restauration, Ecole Hôtelière de Bordeaux Talence, France, (2002).

Müller, Benedicta
Instructor

She started at Les Roches in 2002. CHE; Fähigkeitsausweis als Servicefachangestellte, Switzerland, (1982). Brevet fédéral de Formateur d'adultes, Switzerland, (2012).

Ollier, Benjamin
Service Instructor

He started at Les Roches in 2019. Baccalauréat en Littéraire from Lycée Gabriel Faure FOIX, France (2008). Brevet de Technicien Supérieur en Animation, Gestion Touristique Locale from Lycée Gabriel Faure FOIX, France (2011). Certificat d'aptitude au Service en Restauration from GRETA de Foix, France (2011). Mention complémentaire Bar from CFA de Blagnac, France (2012). Completed Sommelier Course Level 2 (ASSP). Brevet Fédéral de formateur d'adultes (Awaiting final validation, December 2023).

Pinho, Rui
Service Instructor

He started at Les Roches in 2021. Certificat en Restauration et Exploitation d'Entreprise, Gestion et Administration, Haute École Suisse, (2004). Diplôme de Maître d'Hôtel, L'Union Suisse des Maîtres d'Hôtel, (2005). Registered for a Brevet fédéral de Leadership / Management.

Salas, Matteo
Culinary Instructor

He started at Les Roches in 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).

Pras, Dimitri
Practical Arts Instructor

He started at Les Roches in 2023. Holds a BSc (Hons) in Hospitality and Food and Beverage Management from Institut Paul Bocuse, France (2016). Completed a Master's degree in International Wine & Beverage Management from Institut Paul Bocuse in 2017 and obtained an MSc in International Hospitality Management from Em Lyon, France in 2018. Also holds the WSET Level 2 Award (2017).

B.3   Visiting Lecturers

Caon, Maurizio
Visiting Lecturer

He started at Les Roches in 2020. BSc in Electronics and Telecommunications Engineering, University of Perugia, Italy, (2007). MSc in Software and Telecommunications Engineering, University of Perugia, Italy, (2010). PhD in Computer Science, University of Bedfordshire, UK, (2014). DAS in Higher Education and Educational Technology, University of Fribourg, Switzerland, (2016).

Cronin, Brendan
Visiting Lecturer

He started at Les Roches in 2022. Diplôme Fédéral de Chef de Cuisine, École Professionnelle, Switzerland, (1991). BBA, Endicott College, USA, (1999). MBA, Endicott College, USA, (2003). Excellence in Teaching Award, Endicott College, USA, (2013). Doctor in Business Administration (DBA) in Leadership with a focus on Entrepreneurship, Walden University, USA, (2018).

Gustavsson-Crettenand, Ewonne
Visiting Lecturer

She started at Les Roches in 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

She started at Les Roches in 2023. Holds a BSc (Hons) in Hospitality and Food and Beverage Management from Institut Paul Bocuse, France (2016). Completed a Master's degree in International Wine & Beverage Management from Institut Paul Bocuse in 2017 and obtained an MSc in International Hospitality Management from Em Lyon, France in 2018. Also holds the WSET Level 2 Award (2017).

Krenzer, Philippe
Visiting Lecturer

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

Kuchelmeister, Philip
Visiting Lecturer

He started at Les Roches in 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

She started at Les Roches in 2022. BA Psychology, Marshall University, USA, (1988). MA in Clinical Psychology, Marshall University, USA, (1990). MBA, Idaho State University, USA, (1996). PhD in Business Administration and Management, New Mexico State University, USA, (2000). Nancy is also a Professor of Sustainable Business Transformation at Munich Business School in Germany.

McMath, Nicola
Visiting Professor

She started at Les Roches in 2021. Mandarin Lecturer.

Morange, Julien
Visiting Lecturer

He started at Les Roches in 2022. MBA, KEDGE Business School, Shanghai Jiaotong University, France and China, (2011). Master in Management Research, KEDGE Business School, Hong Kong Polytechnic University, France and Hong Kong, (2016). Doctorate in Business Administration, KEDGE Business School, Hong Kong Polytechnic University, France and Hong Kong, (2018).

Nobilo, Ivana
Visiting Lecturer

She started at Les Roches in 2022. BSc in Economics, College of Agora, Croatia, (2013). MA in Creative Market Communication Management, College of Agira, Croatia, (2015). MSc in Economics with specialization in Marketing of Special Areas, University of J.J. Strossmayer, Croatia, (2016). PhD in Economics, field of Marketing Management, University of J.J. Strossmayer, Croatia, (2020).

Papadimitriou, Pavlos
Visiting Lecturer

He started at Les Roches in 2022. MBA offered at Les Roches by Universidad Europea in Madrid (UEM), Switzerland, (2007). BSc in Marketing and Communication, Athens University of Economics and Business, Greece, (2004). Director with the Athens Office of HVS specializing in hotel valuation and financial consultancy. Member of the Royal Institution of Chartered Surveyors (MRICS) as well as a registered valuer by the Greek Ministry of Finance.

Rey, Sandy
Visiting Lecturer

She started at Les Roches in 2022.

Soreg, Krisztina
Visiting Lecturer

She started at Les Roches Marbella in 2022. She has an international background as a university lecturer, economist and business analyst from Hungary. BA in International Economy and Business, Budapest University of Technology and Economics, Hungary, (2011). MA in International Economy with academic specialization in International Economic Analysis and Business, Budapest University of Technology and Economics, Hungary, (2013). PhD in Economics and Management Sciences, University of Sopron, Hungary, (2020).

Toitot, Frederic
Visiting Lecturer

He started at Les Roches in 2021. Master of Research in Business Management & Consultancy, IAE Savoie Mont Blanc, France, (2012). Master's in Hospitality Management, IAE Savoie Mont Blanc, France, (1996). He brings over 20 years' experience in Hotel Operations, Revenue Management and Leadership. Former Vice President, Global Learning & Development at Accor, he is currently the Founder and Director of Hotel Games: a company specializing in Revenue Optimization for the services industry. Frederic is also a member of the Revenue Optimization

Board Region Europe for the Hospitality Sales and Marketing Association International (HSMAI).

Zwissig, Iris
Visiting Lecturer

She started at Les Roches in 2022. Bachelor in Business Administration, Fundação Getulio Vargas EAESP FGV, Brazil, (2003). Master in Marketing Management, Universidad de Barcelona, Spain, (2008). Certificate of Marketing in a Digital World, CREA INSEEC U., Switzerland, (2020). Certificate in Design for Sustainability, London College of Communication, (2022). Certificate in Sustainable Luxury Fashion, Condé Nast College, (2022), and is a Fellow of the Higher Education Academy (FHEA), (2023).

B.4   **Guest Speakers**
Berkin, Jess
Guest Speaker for the End of Semester Project Presentation since 2023.

Professional experience:
Chief Brand Officer, Left Lane Hospitality

Chidochashe, Chola
Guest Speaker for Content Creation and Brand Management since 2023

Professional experience:
Content Marketing Manager, Talent Acquisition and Employer Brand - EMEA, Mariott Hotels International Ltd

Figueroa, Miguel Angel
Guest Speaker for UNWTO Investment since 2023.

Professional experience:
Director of Investment at UNWTO

Griffiths, Bob
Guest Speaker for Leadership Coaching since 2023

Heijligers, Hans
Guest Speaker for The Responsibility of Luxury Brands in the Sustainability Field since 2023.

Professional experience:
General Manager at the InterContinental Geneva

Hussain, Syed Assim
Guest Speaker for Entrepreneurship / Business Planning since 2023.

Professional experience:
Founder of Black Sheep

Kurcher, Yves
Guest Speaker for Design Thinking since 2023.

Professional experience:

Former Global VP at Logitech

Mitropoulou, Marily
Guest Speaker for Google, Human Truths and Metaverse and Essential Luxuries and a Deeper Look into the Shopping Journey and The ABCDs of Awareness, Consideration, Action and Travel is back and app experiments by Google since 2022.

Professional experience:
Senior App Growth Manager, Google

Morelli, Cristiano
Guest Speaker for Big Data since 2023.

Professional experience:
Director of Sales and Marketing at Six Senses Crans Montana

Novoa, Isabel
Guest Speaker for Sustainability since 2023.

Professional experience:
ISTO

***During the academic semester other visiting faculty appointments may occur.

17.
Les Roches Marbella Administration, Faculty and Staff

A. Administration

A.1 Management

Chief Executive Officer of Les Roches	Mr. Carlos Díez de la Lastra Buigues (MSc)
Campus Director	Mr. Jose Emmanuel Soler
Academic Director	Mr. Jon Loiti (M.Sc.)
Student Services & Operations Director	Mr. Hassan Djeebet (MBA)
Deputy Head of Les Roches Brand Marketing	Ms. Lorena López (M.Sc.)
Director of Finance and Business Development	Mr. Andrés Cardenas
Human Resources Manager	Ms. Almike Orúe
IT & Project Management Director	Mr. Juan Luis Velasco

A.2 Academic, Registry & Admissions Support

Head of Admissions & Registry Services	Ms. María Victoria Espinosa
Academic Services Officer	Ms. Emma Martínez
Academic Services Assistant	Ms. Ángela Jaime
Student Registry Assistants	Ms. María del Carmen Alcázar
	Ms. María Barrios
	Ms. Simona Vidmar
Student Engagement	Mr. Ignacio Vicuña
Head Librarian	Mr. Alberto García (M.A.)
Librarian Assistant	Ms. Ana Gloria Martínez
Admissions Manager	Ms. Virginie Martin (M.A.)
Admissions Officers	Ms. Erica Andrea Dibur
	Ms. Zdenka Hostova
	Ms. Nadezhda Matievich
International Enrollment and Event Officer	Mr. Mario Kaddoura

A.3 Enrollment

International Enrollment Support Officers	Ms. Nataliya Lushchyk
	Ms. Carmen Valdivia

A.4 Academic

Academic Dean	Mr. Jon Loiti (M.Sc.)
Assistant Dean of Undergraduate Programs	Ms. Ana Rosa González (M.Ed.)
Assistant Dean of Graduate Programs	Mr. Raúl Castro (MA, PGCE, FHEA)
Director of Spark, Educational Technology & Faculty Development	Ms. Susana Garrido (MBA)
BBA 1 & Practical Arts Coordinator	Ms. Gilda Peyregne
BBA 3 & BBA 4 Coordinator	Ms. Julia Krebs
BBA 6 & BBA 7 Coordinator	Ms. Teresa Serra (M.S)
PGD in International Hospitality Management, Master in Hospitality Management with Specializations Coordinator	Ms. Rocío Montero (MBA)
PGD in Leadership & Talent Mgt Coordinator	Mr. Raúl Castro (MA, PGCE, FHEA)
MIHM Coordinator	Mr. John Ryan (MBA)
PGMMLT, MMMLT Coordinator	Ms. María Dolores Martos (MA)
PGEPIHM, MEPIHM Coordinator	Ms. Adela Parro (MBA)
PGD in Golf Management, PGD in Cruise Line Management Coordinator	Mr. Lucio Rojas
Kitchen Practical Operations Manager	Mr. Silvio Patrucco

| F&B Manager | Mr. Paolo Martignago |
| Service Practical Operations Manager | Mr. Moeed Shah |

A.5   Students Services

Student Services & Operations Director	Mr. Hassan Djeebet (MBA)
Students Affairs Manager	Ms. Mariana Macri (M.Sc.)
Student Relations - Counselling	Ms. Sandra Becerra
Student Services Assistants	Ms. Laura González
	Ms. Patricia Naranjo
Students Services Officer	Ms. Yolanda Carceller
Career Development Manager	Mr. Roberto Rodríguez (M.Sc.)
Career Development Coordinators	Ms. Silke Busche
	Ms. Verónica Paredes
Career Development Assistants	Ms. Virginia Pérez
	Mr. Thibaut Monnie

A . 6   Marketing

Director & Deputy Head of Les Roches Brand Marketing	Ms. Lorena López (M.Sc.)
Alumni and Marketing Coordinator	Ms. Kristina Gorchakovskaya
Content Creator	Mr. Pablo D'Agostino
Marketing Coordinator	Ms. Noelia Reus

A . 7   Support Services

IT Manager	Mr. Juan Luis Velasco
Student Accounts	Ms. Lilliam López
Residence Manager	Ms. Yolanda Naranjo
Residence Assistant Ms. Lourdes Aparicio	
Receptionists	Ms. Rosa Casals
	Mr. Razvan Florescu
	Mr. Lorenzo Juan
	Ms. Julia Rodríguez
	Mr. Carlos Ruiz
	Mr. Juan Ruiz

B. Faculty

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

B.1 Full and Part-time Faculty
Alferez, Montserrat
Lecturer

She started at Les Roches in 2021. Master's E.L.E (Teaching Spanish as a foreign language), Granada University, Spain, (2014). Master's in Teaching English as a second language, Granada University, Spain, (2014). Graduated in English Philology by Granada University (2012).

Anrango, Galo
Chef Instructor

She started at Les Roches in 2022.

Atienza, Horacio
Lecturer

He started at Les Roches in 2018. Master's degree in Business Administration MBA, UADE Business School Finance Oriented, Argentina, (2015). Business degree in Business Administration, UADE Business School Finance Oriented, Argentina, (2004).

Baadi, Hamza
Service Instructor

He started at Les Roches in 2022.

Báez, Andrés
Lecturer

He started at Les Roches in 2020. Master in Digital Marketing, (2020). Executive in Digital Transformation, (2018). Master in CRM and eCommerce, (2003). Bachelor in Marketing, ICADE, Spain, (2000). Degree in Statistics, Complutense University, Spain, (1997).

Brooijmans, Floor
Service Instructor

She started at Les Roches in 2012. Bachelor in Business Administration, School for Hotel Management, Holland. Registerd for a Master in Event Management and Marketing Communication.

Campín, Luisa
Lecturer

She started at Les Roches in 2022. CHE. Master in Dietetics and Nutrition, Foods, and Wellness Studies, Universitat de Barcelona, Spain, (2015). Technical in Hostelry and Cuisine, Escuela Superior de Hostelería y Turismo de la Casa de Campo, Spain, (1994).

Curso Experto en Dirección de Alimentos y Bebidas.

Carracedo, Jorge
Service Instructor

He started at Les Roches in 2016.

Castro, Raúl
Assistant Dean of Graduate Programs and Lecturer

He started at Les Roches in 2021. Registered for a PhD Doctorate in Tourism, Economics & Management, Universidad Las Palmas de Gran Canarias, Spain. EdD Doctorate (awarded credits) in Learning and Learning Context, University of Birmingham, UK, (2012). Postgraduate Certificate in Education, University of Birmingham, UK, (2010). Master in Tourism Business Administration and Management, University of Birmingham, UK, (2009). BA (Hons) Degree in Hospitality Business Management, University of Birmingham, UK, (2007).

Fernandez, Cristina
Chef Instructor

She started at Les Roches in 2019.

Garrido, Susana
Director of Spark, Educational Technology & Faculty Development and Senior Lecturer

She started at Les Roches in 2012. Executive MBA in Economics and Business Administration, Instituto Internacional San Telmo (2012). Master in Golf Course and Country Club Management, EADE (2003). Bachelor of Arts in Translation and Interpretation (English, German, Italian) University of Malaga (2001).

Gómez, Antonio
Lecturer and Rooms Division Pathway Coordinator

He started at Les Roches in 2020. Bachelor's Degree in Tourism and Travel Services Management, Universidad de Cádiz, Spain, (2004).

Gómez, José Ramón
Senior Lecturer

He started at Les Roches in 2016. Master in Law, Universidad de Alcalá (UAH), Spain. Bachelor in Law,

Universidad de Alcalá (UAH), Spain. Psychology studies, Cardenal Cisneros (UCM), Spain.

González, Ana Rosa
Assistant Dean of Undergraduate Programs and Senior Lecturer

She started at Les Roches in 2015. Master in Higher Education, Major in Hospitality and Tourism, University of Málaga, Spain. Postgraduate in Hospitality Management, Les Roches Marbella, Spain. Degree in Business Administration, University of Oviedo. Degree in Economics, University of Oviedo / University of Copenhagen.

González, Antonio
Lecturer

He started at Les Roches in 2022. Hotel Real Estate Investments & Asset Management, Cornell University, USA, (2021). PGD in Hotel Management, Hotel Institute Montreux, Switzerland, (2008). HND in Leisure & Tourism, CEU Miguel de Cervantes & Oxford Brookes University. Spain, (2002).

González, Jean Pierre
Service Instructor

He started at Les Roches in 2008. Diplôme du Bacalauréat Professionnel Section Bureautique Option "A" Gestion L.E.P. Beaugrenelle, France, (1997). Registered for a Curso Experto en Dirección de Alimentos y Bebidas.

Grigorova, Tanya
Chef Instructor

She started at Les Roches in 2022. Bachelor Degree in Hospitality and Travel Management, University of Economics-Varna, Bulgaria, (2013).

Haddad, Marwan
F&B Assistant

He started at Les Roches in 2023. Bachelor of Business Administration, Les Roches International School of Hotel Management, (2020).

Hernandez, Raul
Chef Instructor

He started at Les Roces in 2019.

Hervás, Jaime
Lecturer

He started at Les Roches in 2020. Postgraduate Certificate in Education and Pedagogy, UJA, Spain, (1997). Degree in English Language, UJA, Spain, (1996). Associate Degree in English Translation, UWE, UK, (1994).

Krebs, Julia
Lecturer

She started at Les Roches in 2018. Bachelor of Business Administration (Hons) with Marketing, Les Roches School of Hotel Management Bluche, Switzerland, (2011). SHA Hotel Management Diploma, Les Roches School of Hotel Management Bluche, Switzerland, (2010).

Lindberg, Elisabeth
Service Instructor

She started at Les Roches in 2023. International Masters in Business Administration, Fundesem Business School, Spain, (2021). BBA in Hospitality Management, Les Roches Marbella, Spain, (2017).

Loiti, Jon
Senior Lecturer

He started at Les Roches in 2008. CHE. Registered for a DBA, University AIU, USA. Diploma in Business Administration, Mondragon University, Spain, (2002). Master's Degree in Human Resources Management, Napier University, Scotland, (2007). Certified in diverse talent and leadership development tools such as (MBTI, FIRO-B, TKI, EJI or 16 PF).

López-Argüeta, Ángel
Lecturer

He started at Les Roches in 2019. Master's in Secondary Education Teaching, Professional Training & Languages, UCAM, Spain, (2017). Master International in Coaching & Business, EUNCE, (2015), Diploma in Business & Tourism, UNED, Spain, (2007).

López, Julio
Lecturer

He started at Les Roches in 2018. Cuisine Diplome, Le Cordon Bleu, UK, (2012). Master in Education, Universidad Europea del Atlántico Funiber, Spain, (2020). BBA in International Hospitality Management in Finance, Les Roches International School of Hotel Management, Switzerland, (2011). Swiss Hotel

Association Diploma, Les Roches International School of Hotel Management, Switzerland, (2010).

Martos, María Dolores
Lecturer

She started at Les Roches in 2019. Master's degree in Fashion Design, Instituto Europe de Diseño, (2018). Executive MBA, IE Business School, Spain, (2016), Bachelor's Degree in Business Administration, Alfonso X El Sabio, Spain, (2009).

Merino, Miguel
Service Instructor

He started at Les Roches in 2013. Didactical Methodology Teaching, (2011). Hospitality & Front of House Management, Escuela de Hostelería de Málaga "La Consula", Spain, (2001). Sommelier, Escuela Española de Cata, "School European Sommeliers", Spain, (2015).

Millan, Juan Luis
Chef Instructor

He started at Les Roches in 2018.

Miller, Steve
Lecturer and English & Modern Languages Pathway Coordinator

He started at Les Roches in 2020. Bachelor of Arts Modern Languages (French and German combined honours), University of Southampton, UK. Master of Arts (Teaching English as a Foreign Language), University of Reading, UK.

Montero, Rocío
Senior Lecturer

She started at Les Roches in 2013. CHE. Master in Business Administration, University of Liverpool, UK, (2018). Bachelor of Arts Degree in English, University of Sevilla, Spain, (2000). Certification in Revenue Management, Cornell University, USA, (2005).

Nemec, Marija
Lecturer

She started at Les Roches in 2023.

Ortiz, Ángel
Chef Instructor

He started at Les Roches in 2023.

Parro, Adela
Lecturer

She started at Les Roches in 2020. MBA, Uniactiva, Spain, (2011). Diploma in Tourism, EUSA, Spain,

(1999). Middle Degree in Music, Escuela Superior de Música, Spain, (1997).

Patrucco, Silvio
Lecturer and Head Chef

He started at Les Roches in 2006. CHE. Graduated in Gourmet Cooking and Catering. International Training College, South Africa, (1996). Laureate Certificate Program in Teaching in higher education (2012-2013). Laureate Certificate in Online, Hybrid and Blended Education (2014-2015).

Peñafiel, Miguel Ángel
Chef Instructor

He started at Les Roches in 2013. Professional Chef title, IHK Berlin (Chamber of Industry and Commerce in Berlin) and the Education Center of Hospitality and Gastronomy "Brillat Savarin" in Berlin, Germany (1998 to 2000).

Perez, Jorge
Chef Instructor

He started at Les Roches in 2019.

Peyregne, Gilda
Lecturer and Food & Beverage Pathway Coordinator

She started at Les Roches in 2001. CHE. Bachelor's Degree in Business Administration (Hospitality), Les Roches Bluche, Switzerland, (2000). Registered for a Curso Experto en dirección de Alimentos y Bebidas.

Portillo, Ana
Lecturer

She started at Les Roches in 2015. Accredited examiner, Instituto Cervantes DELE A1-A2 (2016). Master's in Professional Promotion in International Organizations, Universidad de Granada, Spain, (2012). Degree in English Translation and Interpretation, Universidad de Granada, Spain, (2011). Diploma in Tourism, Universidad de Granada, Spain, (2006).

Portero, Daniel
Chef Instructor

He started at Les Roches in 2015. Registered for a Master in Vegetarian Nutrition, Funiber. Diploma in Spanish Gastronomical Culture, Escuela Superior de Hostelería de Sevilla, Spain, (2015). Gastronomic Administrator, Universidad Tecnológica Equinoccial, Ecuador, (2007).

Reina, Jorge
Lecturer and Human Resources Pathway Coordinator

He started at Les Roches in 2016. Master's Degree in Emotional Intelligence, Universidad de Málaga, Spain, (2014). Bachelor's Degree in Psychology, Universidad de Málaga, Spain, (2012).

Rojas, Lucio M.
Lecturer

He started at Les Roches in 2018. Bachelor's Degree in Hospitality Management, University of Belgrano, Argentina, (2012).

Ryan, John
Senior Lecturer

He started at Les Roches in 2010. MBA, Trinity College, Ireland, (1999). BSc. In Management, Trinity College, Ireland, (1995). Higher Dìploma in Hotel and Catering Management, Dublin College of Catering, Ireland, (1995).

Salas, Raquel
Lecturer

She started at Les Roches in 2004. CHE. Law Studies, Malaga University, Spain, (1990).

Santín, Carlos
Lecturer

He started at Les Roches in 2018. Master's in Digital Marketing, ESIC Business & Marketing School (2014). MSc in Marketing, London College of Communication, UK, (2003). BA Honours Marketing and Advertising, London College of Communication, UK, (2002).

Schapmann, Ralf
Chef Instructor

She started at Les Roches in 2010. Staatlich geprüfter Küchenmeister (Master Craftsman's Diploma in Kitchen) (IHK), Germany, (2004). Zertificat zur Ausbildungseignungprüfung, IHK, Germany, (2004).

Serra, Teresa
Senior Lecturer

She started at Les Roches in 2003. CHE. American Hotel and Lodging Educational Institute, (2004). Doctoral studies, Malaga University, Spain, (1998). Postgraduate certificate in Education, Complutense University of Madrid, Spain, (2005). Master's Degree in Economics, Complutense University of Madrid, Spain, (1992). Bachelor's Degree in Economics, Complutense University of Madrid, Spain, (1992).

Shah, Moeed
Service Instructor

He started at Les Roches in 2001. CHE. Bachelor's Degree in Commerce, University of Karachi, Pakistan, (1997). Diploma in Hotel Management, Les Roches Marbella, Spain, (1999).

Soreg, Krisztina
Lecturer

She started at Les Roches in 2022. BA in International Economy and Business, Budapest University of Technology and Economics, Hungary, (2011). MA in International Economy with academic specialization in International Economic Analysis and Business, Budapest University of Technology and Economics, Hungary, (2013). PhD in Economics and Management Sciences, University of Sopron, Hungary, (2020).

Suarez, Raul
Chef Instructor

He started at Les Roches in 2019.

Tiso, Michael Aaron
Lecturer

He started at Les Roches in 2023. Phd candidate: Work Labour Insertion for People with Impairments in Hospitality Industry, Universidad de Loyola, Spain. Master in HR Digitalization, Il Sole 24 ore Business School (2018). BBA, major in HR, Les Roches Marbella, Global Hospitality Education, Spain, (2014).

Verdugo, Alberto
Chef Instructor

He started at Les Roches in 2013.

Vlad, Ekaterina
Senior Lecturer and Marketing Pathway Coordinator

She started at Les Roches in 2017. CHE. Master of Business Administration in Hospitality Management, Queen Margaret University, UK, (2012). Diploma of Higher Education in Education (Mathematics & IT), Kuzbass State Pedagogical Academy, Russia, (1998). Certificate in Higher Education Teaching and Learning, Laureate, (2014).

Vlad, Marius
Senior Lecturer and Academic Research Responsible

He started at Les Roches in 2016. CHE. Master Degree in Business Administration, Hotel & Tourism Management Institute, Switzerland, (2011). Postgraduate Diploma in International Hotel & Tourism Management,

Hotel & Tourism Management Institute, Switzerland, (2009). Human & Economical Geography, National College of Bucharest, Romania, (2008).

Waschbusch, Paola
Lecturer

She started at Les Roches in 2020. Postgraduate Degree Corporate Social Responsibility, Escuela de Negocios Europea de Barcelona, Spain, (2022). Coaching y PNL specialization, Escuela de Negocios Europea de Barcelona, Spain, (2022). Master's Degree in Business Administration, Instituto Europeo de Posgrado, Spain, (2022). Master's Degree in Hotel Management and Tourism, Universidad Isabel I, Spain, (2020).

Wedrovska, Dorota
Lecturer

She started at Les Roches in 2023.

Zea, Carlos
Senior Lecturer

He started at Les Roches in 2005. CHE. MBA in Marketing Management, University of Houston, USA, (1993). BBA Villanova University PA, USA, (1988).

B.2   Visiting Lecturer
Álvarez, César
Visiting Lecturer

He started at Les Roches in 2021. Hospitality Management Certificate, Cornell University, USA, (2020). Luxury Hospitality & Casino Operations, University of Nevada, USA, (2016). Hotel Management Diploma, Tecnológico de Monterrey, Mexico, (2004). Certificación Profesional de Hotelería y Turismo, Universidad Interamericana de Puerto Rico, Puerto Rico, (2003).

Álvarez, Rocío
Visiting Lecturer

He started at Les Roches in 2023.

Bakri, Ahmed
Visiting Lecturer

He started at Les Roches in 2022. PhD in Accountancy and Business Finance, University of Dundee, Scotland, (2018). MSc in International Finance, University of Dundee, Scotland, (2009). BS in Banking and Finance, Lebanese International University, Lebanon, (2007).

Bernard, Louis
Visiting Lecturer

He started at Les Roches in 2014. Management

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

Borges, Cristina
Visiting Lecturer

She started at Les Roches in 2023.

Calvo, Juan José
Visiting Lecturer

He started at Les Roches in 2023.

Castiñeira, Carmen
Visiting Lecturer

She started at Les Roches in 2021. Master in Digital Marketing and Communications Management, Cerem Business School, Spain, (2017). Master in Fashion Digital Marketing, Universidad Complutense, Spain, (2014). Bachelor's Degree in Advertising & PR & Marketing, Universidad San Pablo Ceu, Spain, (2013).

Castro, Liza
Visiting Lecturer

She started at Les Roches in 2023. Doctor of Business Administration, Henley Management College and Brunel University, UK, (2006). Master of Business Administration, Henley Management College and Brunel University, UK, (1999).

Christochowitz, Sylvia
Visiting Lecturer

She started at Les Roches in 2017. Modern Languages & Business Administration, Connecticut State University, USA. University of Kassel, Germany, (1989).

Debbard, Anne
Visiting Lecturer

She started at Les Roches in 2023.

Elmalen, Silvia
Visiting Lecturer

She started at Les Roches in 2021. Baccalauréat au Lycée Français, Spain. Bachelor of Law and Master of Attorney.

Ferreirós, Pablo
Visiting Lecturer

He started at Les Roches in 2022. PhD Neuromarketing, Universidad CEU Cardenal Herrera, Spain, (2017). International MBA, Helsinki School of Economics, Finland, (2008). MBA, Fundesem Business School, Spain, (2007). Degree in Advertising and PR, Universidad de Alicante, Spain, (2006).

Gómez, Jonathan
Visiting Lecturer

He started at Les Roches in 2011. PhD in Tourism Management, Universidad Rey Juan Carlos, Spain, (2020). Master's Degree in International Relations, The London School of Economics and Political Science, UK, (2017). Master's Degree in Communications, PR & Sales Management, EUDE Business School, Spain, (2007). Master's Degree in Event Management for Tourism, Universidad Europea de Madrid, Spain, (2005). Master's Degree in Tourism Destinations Management & Consulting, Universidad Las Palmas de Gran Canaria, Spain. Universidad de Leon, Spain, (2004). Bachelor Diploma in International Tourism Management. Universidad Rey Juan Carlos, Spain, (2002).

Hernández, Lidia
Visiting Lecturer

She started at Les Roches in 2023.

Hilger, Stefanie
Visiting Lecturer

She started at Les Roches in 2022. Certified Hypnotherapy Coach, Alexander Hartmann, System 23, (2017). Certified ID37 Master, (2017). Certified Reiss Profile Master, (2009). Psychologist Degreed, Study of Psychology, Johann-Wolfgang-Goethe Universität Frankfurt, Germany, (2007).

López, Cristina
Visiting Lecturer

She started at Les Roches in 2020. Bachelor's Degree in Economics, Universidad Autónoma de Madrid, Spain. Master's Degree in International Hotel Management, Universidad Europea Madrid & Les Roches.

López, Rosa
Visiting Lecturer

She started at Les Roches in 2022. Member of the Register of Economists Auditors of the General Council of Economists Associations of Spain, (AUDITIR). Certificate of Pedagogical Aptitude (CAP), Ministry of Education and Science, University of Almería, Spain, (1996). Technical Real Estate Expert Degree (ETI), Ministry of Labor and Social Security, Spain, (1995).

Degree in Economics and Business Administration, University of Granada, Spain, (1994). Diploma in Business Sciences, University of Granada, Spain, (1991).

Moya, Antonio
Visiting Lecturer

He started at Les Roches in 2022. MBA, Instituto de Empresa, Spain, (2004). Master in Marketing, University of Navarra, Spain, (2000). Economics, University of Navarra, Spain, (2000). CFA candidate.

Ojeda, José
Visiting Lecturer

He started at Les Roches in 2011. Doctoral Studies, Malaga University, Spain, (2010). Master's Degree studies in Bioclimatic Architecture and Intelligent Buildings, ANAVIF, (2000). Bachelor in Architecture, Escuela Técnica Superior, Universidad de Sevilla, Spain, (2000).

Olmos, José Antonio
Visiting Lecturer

He started at Les Roches in 2020. Master in teaching languages ELE, Pablo Olavide University, Spain, (2015). Degree in Modern Languages and Literatures, Granada University, Spain, (2014). Internship as a Spanish Teacher, Beijing University, China, (2013).

Otamendi, Ainhoa
Visiting Professor

She started at Les Roches in 2013. PhD in Psychology, University of Malaga, Spain, (2003). Certified Practitioner of MBTI, FIRO-B, 16PF, TKI and EJI questionnaires, The British Psychological Association, (2015). Master in Human Resources Management, University of Malaga, Spain, (2002). Specialist Diploma in ICT implementation for HR management in SMEs, Complutense University of Madrid, Spain, (2010). Postgraduate Diploma in e-Learning Management, Open University of Catalonia, Spain, (2007). Bachelor in Psychology, University of Malaga, Spain, (1998).

Rodríguez, Roberto
Lecturer

He started at Les Roches in 2009. Registered for a PhD in Business Administration (Sustainability in Hotels), Universitat Jaume I, Spain. MSc in Sustainability and Corporate Social Responsibility, Universitat Jaume I, Spain, (2013). BSc in Tourism, Universidad de Murcia, Spain, (2011). Postgraduate Course PCO, Professional Congress Organizer, Fundacion Forja XXI Junta de Andalucía, Spain. Diploma in Business and Tourist

Activities Administration, Universidad de Cádiz, Spain, (1994). American Hotel & Lodging Educational Institute, (2010). Certificate in Congress Management, Fundación Forja XXI, Spain (1994).

Ruiz, Jesús
Visiting Lecturer

He started at Les Roches in 2022. Degree in Tourism, Universidad de Huelva, Spain, (2003). Master in Business Administration, Universidad de Huelva, Spain, (2005).

Sánchez, Gonzalo
Visiting Lecturer

He started at Les Roches in 2023.

Souta, Constança
Visiting Lecturer

She started at Les Roches in 2022. Bachelor's Degree in Tourism Enterprise Management, Escola Superior de Hotelaria e Turismo do Estoril, Portugal, (2013).

Tenza, Dámaris
Visiting Lecturer

She started at Les Roches in 2022. Master in Holistic Psychology and Coaching, Esneca, (2020). Postgraduate Diploma in Hotel Management, Les Roches International School of Hotel Management, (2010). Executive Master in Business Administration, European University of Madrid, Spain, (2007). Psychotherapy Gestalt, École Parisienne De Gestalt (ongoing). Professional Coach (PCC Certified), Coaching Ways ICF (2021). Integrated Marketing 360 Executive Program, Cornell University, USA, (2020). Trainer of Trainers, University of Málaga, Spain, (2010).

Widen, Anders
Visiting Lecturer

He started at Les Roches in 2022. MBA International Business, Stockholm School of Economics, Sweden, (1979). B.Sc. Industrial Engineering, Chalmers University of Technology, Sweden, (1976). Officer, Swedish Airforce Academy, Sweden, (1972).

B.3   **Guest Speakers**
Backburne, Ioanis
Guest speaker in Marketing since 2016.

Master, Strategic Marketing, Hong Kong Baptist University (2007) SC Paris. Master 2, Strategic Marketing. ISC Paris (2007).

Professional experience:
Louis Vuitton: Store Manager- Retail Performance

Manager- Client Marketing Manager

Cabada, Nayelli
Guest speaker in Human Resources since 2020.

Specialization in Labour Advice, Certificated, Escuela de Negocios y Dirección, Spain, (2020). Master Business Management, Instituto Tecnológico de Estudios Superiores de Monterrey, Mexico, (2013). International Affairs, Universidad Nacional Autónoma de México, Mexico, (2003).

Professional experience:
Human Resources Specialist, Westin La Quinta Golf, Resort & Spa.

Director of Operations, Sur7 Consulting.

Director of Human Resources, Sheraton México City, María Isabel Hotel.

De la Morena, Alexia
Guest speaker in Experiential Marketing since 2016.

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

Debbard, Anne
Guest spearker

She started at Les Roches in 2023.

Martín, Guillermo
Guest speaker in Spa Management since 2009.

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

Professional experience:

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

Elysium Spas Director. NH Hotels.

Morten, Max
Guest speaker in Customer Services Experience since 2016.

Olano, Jaime
Guest speaker in Golf Club Management since 2007.

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

Pareja, Federico
Guest speaker in Marketing Research since 2016.

Master in Arts in Advertising, WEST Herts College, England, (2001). Business Management CESA (1999). Diplome de la Langue et de Civilisation Francaises, Sorbonne, France, (1997). Bachelor in Sciences, Anglo Colombian School, Colombia, (1994).

Professional experience:

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

Parriego, Patricia
Guest speaker in Online Marketing since 2016.

Law degree and Economic Studies (E-1) Universidad Pontificia de Comillas – ICADE, Spain. Master in Fashion and Luxury Brand Management Brand Management Instituto Marangoni, Italy.

Professional experience:

Luxurycomm. Partner Branded Content Specialist

Advisory Services ERNST & YOUNG Senior Manager in Strategic and Advisory.

Pavón, Miguel
Guest speaker in Accounting since 2017.

PGD in Hospitality Management, Les Roches Marbella (2002). Bachelor's degree in Business Management, UNED (2001).

Professional experience:

Purchasing & Cost Control Manager, Grupo Amigos.

Faculty Member, La Cónsula Hospitality Mgt School.

Faculty Member, La Fonda Hospitality Mgt School.

Peromingo, Alicia
Guest speaker in Rooms Division, Social Responsibility and Events since 2020.

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

Professional experience:

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

Pueche, Ana
Guest speaker in Luxury Event Management and Communication since 2022.

Protocol & Relationship with Mass Media for Hotel Chain, Universidad Pontificia de Comillas, Spain, (2000). Specialist in Hotel Management, Universidad Politécnica de Madrid, Spain, (1998). Technician in Tourist Companies and Activities, Oficial School of Tourism, Spain, (1997).

Professional experience:

Events Deparment Coordinator, Paradores de Turismo de España.

Events Manager, Parador de La Granja & Parador de Segovia (Paradores de Turismo de España).

Events & Banqueting Manager, Hotel Hesperia Madrid 5*

Romatet, Grègoire
Guest speaker in Crisis Management since 2014.

International Relation & Crisis Management, Insitute for Political Sciences, France, (2014). Peace Studies Department, University of Bradford, UK, (2012).

Professional experience:

Consultant, Layer Cake

Romero, Soraya
Guest speaker in Sustainability since 2022.

Torre, Bárbara
Guest speaker in Strategy & Value Creation in Luxury since 2022.

Utrera, Pedro J.
Guest speaker in Trends and Innovation since 2016.

Executive MBA ESIC Business School, (2013). Master in Professional Negotiation Management, Development & Training, (2005). Master in Communication ESIC Business School, (2003) Degree in Communication Sciences, UAB University, USA, (1995).

Professional experience:

Moët Hennessy – Louis Vuitton: Communications Director Saatchi & Saatchi: Director of Press and PR Dpt. RM Comunicación Integral: Accounts Executive

Accredited by the New England Commission of Higher Education (NECHE)

Recognized as a degree-awarding institution by the education department of the Canton of Valais (Les Roches Crans-Montana)

Recently, Les Roches has been officially accepted as a candidate for Swiss federal accreditation as a University of Applied Sciences Institute. This is an important step in the process towards Swiss Institutional Accreditation.

Member of AACSB International

Affiliate member of the United Nations World Tourism Organization (UNWTO)

Member of the Council on Hotel Restaurant and Institutional Education (CHRIE) and EUROCHRIE (Europe)

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