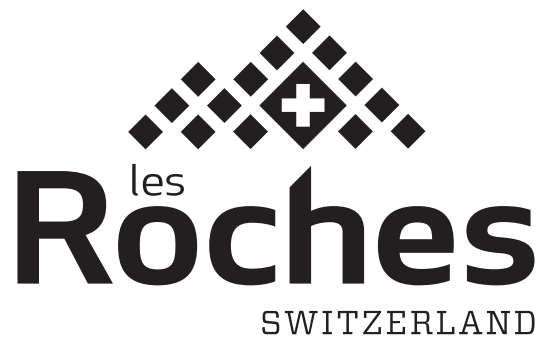




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FOR ENQUIRIES

Les Roches Global Hospitality Education
CH - 3975 Bluche - Crans-Montana - Switzerland
Tel: + 41 (0)27 485 96 00 - Fax: +41 (0)27 485 96 15
Email: info@lesroches.edu

LES ROCHEs ACCREDITATION

Les Roches Global Hospitality Education is accredited by the New England Association of Schools and Colleges, Inc., through its Commission on Institutions of Higher Education.

Inquiries regarding the accreditation status by the New England Association of Schools and Colleges, Inc. should be directed to the administrative staff of the institution. Individuals may also contact:

COMMISSION ON INSTITUTIONS OF HIGHER EDUCATION

New England Association of Schools and Colleges

209 Burlington Road

Bedford, MA 01730-1433

(781) 271-0022

Email: cihe@neasc.org

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1. A WARM WELCOME TO THE WORLD OF HOSPITALITY

The world of hospitality is a dynamic field, constantly reinventing itself and offering a wide range of career pathways in sectors such as hotels, travel and tourism, luxury retail, asset and real estate management, MICE business and much more. The sector has been growing over the years at a rate of 4% annually, becoming the second largest employer in the world. It is predicted that the travel and tourism industry alone will support 337 million jobs worldwide by 2023 which represents 80 Million new jobs versus 2015.

Les Roches Global Hospitality Education plays a central role in the evolution and development of the hospitality industry from different perspectives.

Our network of campuses in Switzerland, Spain, USA, China and Jordan offer unique global mobility and opportunities for personal and professional growth and career development. We set high standards for education within the world of hospitality and impact students' behavior, attitude and approach to the essence of service and to a broader spectrum that we call today the "experience economy".

The mission of Les Roches is to deliver a 'transformative, progressive educational' that helps graduates succeed and excel on the job. Our approach to learning fosters a mind-set of innovation and entrepreneurship while building global citizens and talents for the hospitality of the future. Today, 33% of our alumni have gone on to launch their own businesses and new successful hospitality ventures.

We have developed this academic catalogue to give in-depth insights into what Les Roches has to offer in terms of study programs at bachelor degree and postgraduate levels, but also to share our unique educational philosophy.

Our academic curricula helps develop business management competencies, general knowledge, intra and interpersonal skills all together combined with learning by doing, digital experiential learning for immediate readiness in the hospitality world. Our learning methodology bridges the gap between individual and group work to help aspire to leadership positions in the future. Our global and leading faculty members will support at the same time challenge students to unleash their potential and grow. We strive to be and remain at the forefront at all times and we continue to evolve our curriculum to respond to our students' needs alongside the evolution of the hospitality world.

Today hospitality graduates from Les Roches are sought after by some of the leading Hospitality and customer focus service companies around the world. Over 70 top-tier companies recruit directly from campus each semester – offering exciting employment opportunities and rewarding careers.

We look forward to welcoming you to Les Roches and we wish you great success with us!



Sonia Tatar
CEO Les Roches Worldwide

2. HISTORY OF 'ECOLE DES ROCHES'

1954: Les Roches International School: Ecole des Roches, an international institute for young people, was founded by Messrs Marcel and Jean-Pierre Clivaz. During its first years, this establishment came to be well recognized throughout France and Italy. Five years later, students from Europe and the United States of America were attending the school. A few years later, an initial enrollment of 150 had risen to 220 students, from 60 different countries on five continents. Two other brothers, Roger and Francis, joined the family team.

1979: Les Roches Hotel and Tourism school: As a result of the prevailing worldwide economic conditions and a growing demand abroad, Les Roches International School became "Les Roches" Hotel and Tourism School with instruction in English.

1985: Les Roches destroyed by fire: Les Roches was virtually destroyed by a fire in April. Despite considerable destruction 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, which were rented for a three-year period. Construction of entirely new buildings began in May 1986. In June 1987, the School moved into its new buildings.

2000: Sylvan Learning Systems: In November, the School was acquired by the Sylvan International Universities, a branch of Sylvan Learning Systems, USA. Les Roches became the Hospitality Center of Excellence for Sylvan International Universities, which had campuses in the United States, Mexico, Chile and Spain and other global locations. Sylvan became Laureate Education Inc. on 17th of May 2004.

2003: Les Roches joins LIU: Les Roches became part of Laureate International Universities (LIU), a network using shared services which provide a superior university experience for full-time and working-adult students worldwide through its leading international network of accredited campus-based and online universities.

2006: Campus growth: Les Roches expanded its facilities with four extra buildings to accommodate additional students in fully equipped apartments.

2007: New facilities, new name: Les Roches opened a new and modern library complex, auditorium and specially designed front office and rooms division laboratory. Les Roches changed its name from Les Roches Swiss Hotel Association School of Hotel Management to "Les Roches International School of Hotel Management" to better reflect its global student body and educational approach.

2009: Renovations: The campus undertook important renovations constructing a new wing of classrooms, a new library, a new lobby and terrace, a soccer field, and the new residential buildings Peters Farm 3 and 4.

2010: A year of big news:

- ▲ Two new specializations were added to the BBA: Culinary Business Management and Hotel Design and Project Management, which became Innovation and Sustainability in 2013.
- ▲ Achieved NEASC accreditation for its own MBA program: Les Roches MBA in Hospitality Management with specializations in Finance or Marketing.

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

2012:

- ▲ New BBA specialization in Event Management.
- ▲ Les Roches sets a Guinness World Record for the most nationalities in a swimming pool.

2013:

- ▲ Les Roches launched the BBA in Global Hospitality Management - Les Roches is the only international hospitality management school to offer a degree that allows students to study around the world in key tourism and hospitality locations.
- ▲ Les Roches launches the Follow Me program, where prospective students have the opportunity to be a Les Roches student for the day.
- ▲ Les Roches collaborates with world-renown Swiss artist to create a giant animated human world map.

2014:

- ▲ The Market Place was refurbished
- ▲ A Kiosk and a Mini Market were opened
- ▲ New BBA specialization in Spa and Health Management

2015:

- ▲ A new Master in Hospitality Leadership is launched

2016:

- ▲ After a bidding and due diligence process, Laureate Education Inc. came to an agreement with French investment company Eurazeo to transfer the ownership of the Swiss hospitality management institutions Glion and Les Roches and their branch and affiliate campuses, contingent on necessary regulatory approvals. This process has been finalized on May 31 upon receiving the required approval from NEASC.
- ▲ In October, Les Roches changed its name from Les Roches International School of Hotel Management to Les Roches Global Hospitality Education to a global perspective is intrinsic to our brand's identity. Cultivating cultural diversity and preparing students for global opportunities are fundamental to the Les Roches experience.

Renovation: We have taken this opportunity to refresh the look and feel of your favorite quick-service outlet; the new B3 restaurant, the F&B team has decided to base our new restaurant's identity and kitchen on three essential trades: Baker, Butcher and Brewer.

Today:

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

Les Roches ranked among the best universities and other higher education institutions specializing in hospitality and leisure management, Les Roches is:

- ▲ ranked in the top 5 overall
- ▲ ranked number 2 for employer reputation
- ▲ ranked in the top 5 for academic reputation

(QS World University Rankings by Subject 2017)

Sommet Education: Known for excellence in cultivating the hospitality leaders of tomorrow, Sommet Education encompasses a distinguished group of institutions united by a fundamental belief in the importance of academic rigor, skills-based learning and a dynamic multicultural outlook.

Sommet Education institutions Glion and Les Roches serve students from more than 100 countries, preparing them to be immediately effective in their professions – wherever in the world these may be – while delivering exceptional consumer experiences. Sommet Education is part of Eurazeo, one of the leading listed investment companies in Europe.

For more information, visit www.sommet-education.com

Les Roches offers a Diploma in Hotel Management, a Bachelor of Business Administration in Global Hospitality Management, a Bachelor of Business Administration in International Hotel Management, a Postgraduate Diploma in Hospitality, a MBA in Hospitality and a Master in Hospitality Leadership.

3. GENERAL PURPOSES

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

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

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

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

4. MISSION AND VALUES

A. LES ROCHEs OVERARCHING MISSION

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

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

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

B. GRADUATE SCHOOL MISSION

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

C. CAMPUS MISSION

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

The best encapsulation of what the school is trying to accomplish in fostering the hospitality ethos is written on the plaque outside the school entrance:

'Les Roches is not just a school; it is a way of life; a spirit that animates daily your life in Bluche; the spirit of team work, the spirit of solidarity, the spirit of service.'

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

D. GENERAL EDUCATION PROGRAM MISSION

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

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

5. AFFILIATION, ACCREDITATION, RECOGNITION & 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 ASSOCIATION OF SCHOOLS & COLLEGES

Les Roches Global Hospitality Education is accredited by the New England Associations of Schools and Colleges, Inc. (NEASC) through its Commission on Institutions of Higher Education.

Definition of NEASC's role and mission on the official NEASC website:

The New England Association of Schools and Colleges, one of six regional accrediting bodies in the United States, is a voluntary, non-profit, self-governing organization having as its primary purpose the accreditation of educational institutions. Through its evaluation activities, carried out by six commissions, the Association provides public assurance about the educational quality of those schools and colleges that seek or wish to maintain membership, which is synonymous with accreditation.

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

Each of the eleven 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.

Further information on NEASC please visits: www.neasc.org.

B. STATE (CANTON) OF VALAIS DEPARTMENT OF EDUCATION

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

C. OTHER RECOGNITION / MEMBERSHIPS

The following agencies recognize the school:

- ▲ Council on Hotel Restaurant and Institutional Education (CHRIE - USA) and EUROCHRIE (Europe)
- ▲ International Association of Hospitality Management Schools (IAHMS)
- ▲ Association of Swiss Chefs
- ▲ Association of Directors of Hotel Schools (EUHOFA)
- ▲ The Leading Hotel Schools in Europe (EURHODIP)
- ▲ European Council on International Schools (ECIS)
- ▲ Swiss Association of Maitres d'Hôtel
- ▲ International Hotel & Restaurant Association

6. ENTRY REQUIREMENTS

A. UNDERGRADUATE PROGRAMS

A.1. Entry Requirements

- ▲ Certificate in Hospitality Operations
 - ▲ Culinary Arts Diploma (Royal Academy of Culinary Arts (RACA), Amman, Jordan)
 - ▲ Bachelor of Business Administration in International Hotel Management
 - ▲ Bachelor of Business Administration in Global Hospitality Management
 - ▲ Diploma in Hotel Management
 - ▲ Associate Degree of Business Administration in Food and Beverage Operations
1. Min 17.3 years old or above at the entry date.
 2. Holding an accredited Secondary Education Diploma (please refer to the table of qualifications)
 3. Successfully completed a minimum of 11 years of education for the Certificate/Diploma programs
 4. Successfully completed a minimum of 12 years of education for the Bachelor Programs
 5. Proficient in English for Higher Education studies¹

NB:

- ▲ See table below for Secondary Education and English Language equivalences and scores requirements
- ▲ A student who does not meet one of the above entry criteria may be exceptionally accepted to enter the degree program under specific conditions. A customized program will be proposed after review of the application file. An additional semester might be required to guarantee the studies outcome to be successful.
- ▲ Upon written request from the student and the agreement of the Award Committee (for financial reasons or not meeting the academic results), the program of study may be shortened and a lower qualification issued (Certificate, Diploma, Associate Degree). The type of qualification will depend on the length of studies at Les Roches and amount of credits cumulated.

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

1. A copy of academic credentials (Secondary Education Diploma, last three years transcripts with courses completed and grades received. If documents not in English an official notarized English translation will be required).
2. A completed application form with all pertinent attachments and an application fee of 250.- CHF
3. Study Plan: An essay of motivation describing why the candidate wishes to study at Les Roches. Average 250-1,000 words with signature and date.
4. Post Study Plan: An essay explaining the candidate's career aspirations. This essay should include a statement that the candidate will leave Switzerland upon graduation. Average 250-1,000 words with signature and date.
5. For those who have studied outside Switzerland or the European Union:
 - 5.1. Complete information on the school or college with an explanation of the grading system in English or French.
 - 5.2. Letter of recommendation from a teacher or guidance counselor.
6. Medical Certificate and Physician's Report: The Physician's report must be completed by a licensed physician with the official stamp. Please also include an official report for any medical conditions that require special attention (learning differences, dietary restrictions etc.)
7. Sponsorship Letter: A signed, dated letter from the person who will finance the studies guaranteeing his or her responsibility to cover the tuition fees and all other expenses
8. Bank Guarantee: For applicants coming from outside the European Union please submit a letter or statement from sponsor's bank verifying sufficient funds to cover the fees and expenses.
9. Minor form- for any candidate who would not be 18 at the start of the program.

A.3. **Required admissions documents for candidates applying to RACA only:**

1. A completed application form with all pertinent attachments and an application fee of JOD 25.-
2. A completed letter of motivation (250 words) in English stating the reasons why you want to study Culinary Arts at RACA.
3. A copy of academic credentials (Secondary Education Diploma), last three years transcripts with courses completed and grades received. If documents not in English an official notarized English translation will be required.
4. Proficient in English for Higher Education studies¹: minimum score IELTS 5.5 or equivalent English qualification.
5. A valid medical certificate
6. For applicants who have completed their Secondary Education outside Jordan need also to submit:
7. Complete information on the school or college with an explanation of the grading system in English
8. Letter of recommendation from a teacher or guidance counselor.
9. Applicants should refer to Al Balqa Applied University for the equivalence of his/her high school diploma.

¹ Unless native English speaker or students who have spent at least the last 3 years in an English speaking school for education.

A.4. Entry requirements for candidates transferring from other Institutes directly onto either semester 2, 4, 6 or 7 of the Les Roches BBA program:

The following are institutions with which Les Roches has articulation agreements. Students transferring from these institutions need to refer to the existing up-to-date articulation agreement for detailed eligible entry points. In case of uncertainty, the Dean or the CAO Les Roches Worldwide reserve the right of final decision.

Imperial Hotel Management College, Canada; Vancouver Premier College, Canada; Fanshawe College, Canada; Cornerstone International Community College, Canada; La Salle College International, Canada; Douglas College, Canada; Culinary, Chile; Shunde Polytechnic, China; Bahrain Institute of Hospitality, Kingdom of Bahrain; Instituto De Formacao Turistica, Macao; IBERO, Mexico; UNICO, Mexico; SHATEC Singapore, Singapore; Kendall, USA; Mira Costa College, USA.

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

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

B. SECONDARY EDUCATION QUALIFICATIONS (LIST NOT EXHAUSTIVE) PERMITTING ENTRY ONTO THE BACHELOR PROGRAM

- ▲ High School Diploma (Excluding Vocational High School)
- ▲ US High School Diploma + IB subjects
- ▲ US High School Diploma + SAT I and/ or AP exams
- ▲ IB Diploma (min 24 points)
- ▲ Baccalauréat
- ▲ Abitur
- ▲ Maturité/Maturità
- ▲ Bachillerato
- ▲ Dutch VWO (Wet op het Wetenschappelijk Onderwijs)
- ▲ Belgian Certificat D'Enseignement Secondaire Supérieur/ Getuigschrift van Hoger Secundair Onderwijs
- ▲ Swedish Slutbetyg
- ▲ UK – 3 full A-Levels (GCE's) studied and minimum 2 passed
- ▲ Greek Apolytirion
- ▲ Australian Certificate of Education
- ▲ New Zealand National Certificate

C. GRADUATE PROGRAMS

C.1. Entry Requirements

C.1.1. Postgraduate Diploma Programs

1. Normally 21 years old and above
2. Holding an accredited a Bachelor Degree, ideally with 2 years of work experience.
3. Proficient in English for Higher Education studies¹

NB:

- ▲ A candidate who does not meet one of the above academic entry criteria but can provide evidence of having worked minimum 3 years at management level, may be accepted to enter the Professional Development Diploma program.
- ▲ See table below for Secondary Education and English Language equivalences and scores requirements.

C.1.2. MBA in Hospitality/Master in Hospitality Leadership

1. For the MBA, normally 24 years old and above, holding an accredited bachelor degree*, ideally with a minimum of 2 years of work experience.
2. For the Mhl, normally 21 years old and above, holding a bachelor degree*
3. Proficient in English for Higher Education studies.

NB:

- ▲ The Bachelor degree or BBA is preferably in Hospitality, Tourism, Event Management.
- ▲ See table below for Secondary Education and English Language equivalences and scores requirements.

¹ Unless native English speaker or students who have spent at least the last 3 years in an English speaking school for education.

C.2. Required documentation for a duly completed application

1. A copy of academic credentials (Degree, last three years transcripts with courses completed and grades received. If documents not in English or French an official notarized English translation will be required).
2. A completed application form with all pertinent attachments and an application fee of 250.- CHF
3. Study Plan: An essay of motivation describing why the candidate wishes to study in Les Roches. Average 250-1,000 words with signature & date.
4. Post Study Plan: An essay explaining the candidate's career aspirations. This essay should include a statement that the candidate will leave Switzerland upon graduation. Average 250-1,000 words with signature and date.
5. For those who have studied outside Switzerland or the European Union:
 - 5.1. Complete information on the University with an explanation of the grading system in English or French.
 - 5.2. Letter of recommendation from a teacher or guidance counselor.
6. Medical Certificate and Physician's Report: The Physician's report must be completed by a licensed physician with the official stamp. Please also include an official report for any medical conditions that require special attention (learning disabilities, dietary restrictions etc.)
7. Sponsorship Letter: A signed, dated letter from the person who will finance the studies guaranteeing his or her responsibility to cover the tuition fees and all other expenses
8. Bank Guarantee: For applicants coming from outside the European Union please submit a letter or statement from sponsor's bank verifying sufficient funds to cover the fees and expenses.

D. INTENSIVE ENGLISH LANGUAGE PROGRAM

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

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

E. ENGLISH LANGUAGE EQUIVALENCY TABLE

Please find here below the minimum required English Language entry level for each program effective as of January 2017.

PROGRAMS	TOEFL (First grade being the paper based/ second the computer based/ third the internet based. The Les Roches TOEFL testing code number is 9827. Please mention this code number when you register for a test.)	IELTS (IELTS - has 4 subcomponents (Writing, Reading, Speaking, Listening). Each subcomponent can be at 0.5 less than the required average but not lower.)	CAMBRIDGE FCE/CAE (First Certificate Exam (FCE) - Cambridge Advanced Exam (CAE) - please also provide statement of results.)
IEL	450/133/45	Average 4.5	PET Pass
BBA 1A/BBA 1A Dip.	500/173/60	Average 5.0	PET Merit
BBA/AD/Diploma	525/196/70	Average 5.5	FCE: grade C
Direct entry to BBA S4/S6/S7	550/213/80	Average 6.0	FCE: grade A CAE: grade C
PG/PD Diploma	550/213/80	Average 6.0	FCE: grade A CAE: grade C
MBA/Mhl	550/213/80	Average 6.0	FCE: grade A CAE: grade C

F. MISCELLANEOUS

F.1. Students with Learning Differences

Les Roches will assist students with Learning Differences in assessing their potential to enter and succeed at the school. The physical nature of service or kitchen practical courses requires students to be able to perform a wide range of duties similar to those performed in the industry. Students with certain learning differences, such as dyslexia, are accommodated with appropriate support, additional time to complete examinations and special test conditions. Applicants should write to the School for further information and requests for support should be accompanied by official documentation detailing the diagnosis.

F.1.1. Academic Support Policy

Academic support provision

- ▲ The support available is limited and dependent on supporting documented evidence of a specific learning difference, sent to the school prior to students' arrival or as soon after check-in as possible
 - ▲ All documentation received and any study related issues can be discussed in confidence with the Academic Support Coordinator
 - ▲ All forms of support and assistance are initially assessed and arranged through discussions with the Academic Support Coordinator
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- ▲ Regular meetings can be arranged with the Academic Support Coordinator in order to assist students with planning their work, time management and the best way to study their course
 - ▲ Students are encouraged to be pro-active accessing the support available to them and are expected to relate any change and/or concerns in their needs for support to the Academic Support Coordinator at the earliest opportunity
 - ▲ Alternative exam arrangements are to be discussed with the Academic Support Coordinator and may include some of the following: extra time in exams, use of a laptop, reader, scribe/ Amanuensis

However, it must be stressed that due to the nature of certain assessments and scheduling issues, it is not possible to provide Alternative Exam Arrangements for all exams and each case will be discussed individually with the Academic Support Coordinator.

Academic Support works with Student Services and academic departments to co-ordinate a range of support aimed at ensuring students with specific learning differences can achieve their potential. Support does not guarantee success, but is there to facilitate access to the opportunities for success. In addition, Academic Support cannot provide a level of support that students may have previously experienced in the high school environment and therefore encourages students to take responsibility for their own learning and become competent independent learners.

F.2. Progression Policy

Students are automatically enrolled for the following semester to ensure the continuity of planning. The actual progression will depend on the end-of-semester status of success. The progression sequence cannot be changed. Students exempted from or given authorisation to postpone an internship, are accepted into the subsequent semester depending on space availability and approval of the CDIP office. A semester of leave of absence must be approved by the Academic Services Office. Extra-curricular work experience gained during a leave of absence will not automatically be validated as an internship. The student must assume the resulting administrative procedures, such as: B-permit cancellation, restriction of opportunities in certain regions, new student visa application, private insurance cover, etc.

The intention to withdraw, transfer, or postpone the following academic semester, must be expressed in writing to academics@lesroches.edu at least 4 weeks before the end of the current semester to obtain approval.

F.3. Withdrawal from the School

Students may withdraw from the school at any time with a written confirmation; however tuition fees may not be refundable depending on the time of the confirmation. The validity of the semester is dependent upon the time of withdrawal.

7. 2017 CALENDAR

A. 2017 ENTRANCE ENGLISH EXAM - SPECIAL SCHEDULE

Semester	Course	Arrival	Exam date
July 2017	BBA1/BBA1 Dip.	July 25th	July 27th
July 2017	(Direct Entries)	July 20th	July 24th
July 2017	BBA 6/ PGD/ GB	August 2nd	August 4th

B. BACHELOR OF BUSINESS ADMINISTRATION IN INTERNATIONAL HOTEL MANAGEMENT, DIPLOMA IN HOTEL MANAGEMENT AND ASSOCIATE DEGREE

B.1 BBA 1/ BBA 1 Dip. Students

Semester	Registration/Start Dates	End Date
July 2017	July 25th and 26th	December 8th

B.2 Direct Entry (BBA 2 / BBA 2 Dip.)

Semester	Registration/Start Date	End Date
July 2017	July 20th	December 8th

B.3 Returning Students (BBA 2 / BBA 2 Dip.)

Semester	Registration/Start Dates	End Date
July 2017	July 20th and 21st	December 8th

B.4 Direct Entry (BBA 4 / BBA 4 Dip.)

Semester	Registration/Start Date	End Date
July 2017	July 20th	December 1st*

B.5 Returning Students (BBA 4 / BBA 4 Dip.)

Semester	Registration/Start Dates	End Date
July 2017	July 20th and 21st	December 1st*

C. BACHELOR OF BUSINESS ADMINISTRATION IN INTERNATIONAL HOTEL MANAGEMENT (BBA 6, BBA 7)

C.1 Direct Entry (BBA 6)

Semester	Registration/Start Date	End Date
August 2017	August 2nd	December 8th*

C.2 Returning Students (BBA 6)

Semester	Registration/Start Dates	End Date
August 2017	August 2nd and 3rd	December 8th*

C.3 Direct Entry (BBA 7)

Semester	Registration/Start Date	End Date
July 2017	July 20th	December 1st

C.4 Returning Students (BBA 7)

Semester	Registration/Start Dates	End Date
July 2017	July 20th and 21st	December 1st

D. BACHELOR OF BUSINESS ADMINISTRATION IN GLOBAL HOSPITALITY MANAGEMENT

Bluche Campus, Switzerland

Semester 1	Registration/Start Date	End Date	Cultural Tour
August 2017	August 2nd	December 8th*	N/A

(For students who started in August 2015)

Semester 5	Registration/Start Dates	End Date
August 2017	August 2nd and 3rd	December 8th*

Jin Jiang Campus, China

(For students who started in January 2017)

Official arrival day: August 19th

Semester 2	Registration	Start Date	End Date	Cultural Tour
August 2017	August 27th	August 28th	January 17th, 2018	August 21st – 27th
Subject to change due to confirmation by Chinese authorities				

Marbella Campus, Spain

(For students who started in August 2016)

Semester 3	Registration	Start Date	End Date	Cultural Tour
July 2017	July 20th and 21st	July 24th	December 10th	December 10th – 16th

Mid-semester breaks: October 9th – October 13th

E. INTENSIVE ENGLISH, INTENSIVE ENGLISH LANGUAGE AND SERVICE (BBA 1A/1B)

Semester	Registration/Start Dates	End Date
July 2017	July 25th and 26th	December 8th*

F. POSTGRADUATE PROGRAMS

Semester	Registration/Start Dates	End Date
August 2017 (PGD I)	August 2nd	December 8th*
July 2017 (PGD II)	July 20th and 21st	December 1st

G. MBA IN HOSPITALITY

Semester	Registration/Start Dates	End Date
July 2017 (MBA I)	July 20th	December 8th
July 2017 (MBA II)	July 20th and 21st	December 8th

H. MHL IN HOSPITALITY LEADERSHIP

Semester 1	Registration/Start Date	End Date
July 2017	July 20th	December 8th
Semester 2	Registration/Start Dates	End Date
July 2017	July 20th and 21st	December 1st

I. MID-SEMESTER BREAKS

Semester	Breaks	Classes restart
Autumn 2017	October 2nd – October 6th	October 9th

*Subject to variation due to exam dates

Les Roches reserves the right to make changes to these dates.

8. 2018 CALENDAR

A. 2018 ENTRANCE ENGLISH EXAM – SPECIAL SCHEDULE

Semester	Course	Arrival	Exam date
January 2018	BBA 1/ BBA 1 Dip.	January 23rd	January 25th
January 2018	(Direct Entries)	January 18th	January 22nd
January 2018	BBA 6/ PGD/ GB	January 30th	February 1st

B. BACHELOR OF BUSINESS ADMINISTRATION IN INTERNATIONAL HOTEL MANAGEMENT, DIPLOMA IN HOTEL MANAGEMENT AND ASSOCIATE DEGREE

B.1 BBA 1/ BBA 1 Dip. Students

Semester	Registration/Start Dates	End Date
January 2018	January 23rd and 24th	June 8th

B.2 Direct Entry BBA 2 / BBA 2 Dip.

Semester	Registration/Start Date	End Date
January 2018	January 18th	June 8th

B.3 Returning Students BBA 2 / BBA 2 Dip.

Semester	Registration/Start Dates	End Date
January 2018	January 18th and 19th	June 8th

B.4 Direct Entry (BBA 4 / BBA 4 Dip.)

Semester	Registration/Start Date	End Date
January 2018	January 18th	June 1st*

B.5 Returning Students (BBA 4 / BBA 4 Dip.)

Semester	Registration/Start Dates	End Date
January 2018	January 18th and 19th	June 1st*

C. BACHELOR OF BUSINESS ADMINISTRATION IN INTERNATIONAL HOTEL MANAGEMENT (BBA 6, BBA 7)

C.1 Direct Entry (BBA 6)

Semester	Registration/Start Date	End Date
January 2018	January 30th	June 8th *

C.2 Returning Students (BBA 6)

Semester	Registration/Start Dates	End Date
January 2018	January 30th and 31st	June 8th*

C.3 Direct Entry (BBA 7)

Semester	Registration/Start Date	End Date
January 2018	January 18th	June 1st

C.4 Returning Students (BBA 7)

Semester	Registration/Start Date	End Date
January 2018	January 18th and 19th	June 1st

D. BACHELOR OF BUSINESS ADMINISTRATION IN GLOBAL HOSPITALITY MANAGEMENT

Bluche Campus, Switzerland

Semester 1	Registration/Start Date	End Date	Cultural Tour
January 2018	January 30th	June 8th*	N/A

(For students who started in January 2016)

Semester 5	Registration/Start Dates	End Date
January 2018	January 30th and 31st	June 8th*

(For students who started in January 2015)

Semester 7	Registration/Start Dates	End Date
January 2018	January 18th and 19th	June 1st

Jin Jiang Campus, China

(For students who started in August 2017)

Official arrival day: February 23rd

Semester 2	Registration	Start Date	End Date	Cultural Tour
February 2018	February 25th	February 26th	July 6th	February 23rd – 24th July 1st - 5th
Subject to change due to confirmation by Chinese authorities				

Marbella Campus, Spain

(For students who started in January 2017)

Semester 3	Registration	Start Date	End Date	Cultural Tour
February 2018	February 9th	February 12th	June 10th	June 10th – 16th

Mid-semester breaks: March 26th – March 30th

E. INTENSIVE ENGLISH, INTENSIVE ENGLISH LANGUAGE AND SERVICE (BBA 1A/ 1B)

Semester	Registration/Start Dates	End Date
January 2018	January 23th and 24th	June 8th*

F. POSTGRADUATE PROGRAMS

Semester	Registration/Start Dates	End Date
January 2018 (PGD I)	January 30th	June 8th*
January 2018 (PGD II)	January 18th and 19th	June 1st

G. MBA IN HOSPITALITY

Semester	Registration/Start Dates	End Date
January 2018 (MBA I)	January 18th	June 8th
January 2018 (MBA II)	January 18th and 19th	June 8th

H. MHL IN HOSPITALITY LEADERSHIP

Semester 1	Registration/Start Date	End Date
January 2018	January 18th	June 8th

Semester 2	Registration/Start Dates	End Date
January 2018	January 18th and 19th	June 1st

I. MID-SEMESTER BREAKS

Semester	Breaks	Classes restart
Spring 2018	April 2nd – April 6th	April 9th

*Subject to variation due to exam dates

Les Roches reserves the right to make changes to these dates.

9. INFORMATION TECHNOLOGY EQUIPMENT POLICY

Students joining Les Roches Global Hospitality Education will need to have individual access to our intranet.

Website, which hosts student information, including support and teaching documents and other learning resources. Students will also require access to the internet which is vital for access to online library resources, email and project research.

This applies to the Associate Degree, Bachelor's Degrees, Masters Programs, Postgraduate Programs, Diploma in Hotel Management / Certificate Programs.

A choice between two options is available to meet our requirements:

Option 1 - Les Roches Laptop Package

Students are strongly encouraged to purchase a package through the School. It comprises a latest model laptop, extended warranty and an enhanced support program through the School IT team. For the current semester we have the option of an Apple MacBook Air 13".

The school notebook computer will have at least the following specification:

- ▲ Intel i7 processor (or superior)
- ▲ 8 - 10 hour battery (approximately)
- ▲ 8 GB RAM
- ▲ 256 GB SSD (or superior)
- ▲ MS Office Home and Student 2016
- ▲ Apple Care Protection Plan
- ▲ Transport bag suited for the device

Option 2 - Student's Own Laptop

2.1. Software Specification

Students may bring their own laptop but it MUST meet the School's specifications as follows:

Windows:

- ▲ The version of the Windows Operating system must be installed (Only Genuine Software Licenses are accepted)
- ▲ For Windows machines, Microsoft Office, 365, 2013 or later – the IT training courses on Word, Excel, PowerPoint, and Access are based on the 2013 version of Microsoft Office. (N.B. Also important for ease of file sharing).

Apple:

- ▲ MacBook machines should have an English system + Office for Mac (all Genuine Versions accepted - English only) – see website for latest update

All:

- ▲ Internet browser (Internet Explorer, Mozilla Firefox, Google Chrome, Safari, etc.)
- ▲ Updated plugins (Java, etc.)
- ▲ Professional and updated Multi-Layered Anti-Virus protection (Kaspersky Anti-Virus, McAfee AntiVirus Plus, Norton Security, Bitdefender Total Security, etc.)

IMPORTANT: Les Roches does NOT provide any paid software (Windows, Office, etc).

Free of charge, IT Service Desk offers BASIC and LIMITED support to non-school machines.

2.2. Hardware Specification

If you choose to bring your own laptop it must have the following minimum specification:

- ▲ Intel I5 Processor (or superior)
- ▲ 8 hour battery is highly recommended
- ▲ 8 GB RAM
- ▲ 100 GB HDD space available
- ▲ Wi-Fi 802.11, ac (5 GHz)
- ▲ Genuine Operating systems IN ENGLISH as listed above

2.3. I.T. Support

It should be noted that Les Roches does not offer any hardware support for student's laptops not purchased through the school. The responsibility of hardware maintenance, purchase of all Software, upgrades and support rests with the student. Les Roches can provide students with a list of local suppliers who offer these services.

Latest update of this document available on: www.lesroches.edu/target/accepted-students/computer-policy

10. FEES AND FINANCIAL AID

Cost of living typically varies slightly every year in Switzerland. To maintain the standards expected from Les Roches, the fees are reviewed each year in August. Fees are not included in this document; however, they are available separately and can be sent with the application form and other appropriate documents.

Non-payment of fees at the appropriate time may result in suspension from classes and ultimately from the school.

Les Roches buys textbooks/eBooks for students who are then charged for them. These textbooks/eBooks must be taken by students, they are not optional.

Financial aid for enrolled students

Financial aid is considered within the limits of the funds available to help enrolled students whose financial situation has dramatically changed in a way that could not be anticipated upon enrollment. It is a last resort that should be sought only after all other possible financial aid options are deemed impossible, and documentation to support the request is required. Financial aid is awarded against tuition fees (excluding room and board) on a semester-by-semester basis. Since the financial aid fund is limited, academic status, attendance and disciplinary procedures are taken into consideration for prioritizing requests.

Requests to Les Roches for financial aid must be documented and accompanied by tax return forms of the sponsor as well as comprehensive arguments as to why assistance should be given.

Applications should be submitted by April 30th or October 31st of each year to the Registrar who will liaise with the CEO. They will take a decision based on the documentation received and the current academic standing of the student. The "Registrar" approves the final decision in writing.

Financial aid for prospective students

Because Les Roches has an extremely limited budget, very little financial aid is granted to new students. Prospective students who believe their personal circumstances are so exceptional that they might warrant consideration for financial aid should contact the Regional Admissions Director for information about application and documentation requirements. All requests must be approved in writing by the CEO.

11. ACADEMIC PROGRAMS

A. CERTIFICATE IN INTERNATIONAL HOTEL ADMINISTRATION (ONLY ON OFFER AT BRANCH CAMPUSES)

The Les Roches Certificate in International Hotel Administration is a 1.5 year program combining theoretical and practical classes at school with a professional internship in the hospitality industry. The Certificate may be earned after completing a total of three semesters. Our firm conviction is that theoretical and practical knowledge as well as industry experience have to grow in harmony. The program consists of an internship of six months of practical training. It can be completed in China or overseas. Les Roches Career Development and Industrial Placement Office assists students in all aspects by helping them to secure adequate positions and by checking on their progress. The final evaluation of the internship is an integral part of the first year's results. This program comprises 54.5 academic credits.

A.1. Program Objectives

The aim of the Certificate in International Hotel Administration is to prepare students to confidently enter the hospitality industry. The program educates students in craft-based learning environments to acquire the appropriate operational and supervisory skills, knowledge and attitudes for their personal and professional goals. Alternatively students can progress towards the diploma in International Hotel Management.

Learning outcomes

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

1. Perform effectively in a variety of hospitality operational settings
2. Understand the economic significance and influence of the global hospitality industry
3. Use the knowledge they have gained to develop managerial competences in a junior management setting
4. Apply common skills enhancing effectiveness in a personal and professional context
5. Contribute to both society and the work place

A.2. Program Content

Semester 1: Hotel Administrations I

Course No.	Course Name	Credits
FBS 1105	Catering and Banquet Operations - Service Craft-based Learning	3
SCI 1162	Cleaning Science and Stewarding	1.5
FBS 1102	Principles of Bar and Beverage Operations - Service Craft-based Learning	3
FBS 1107	Fine Dining, Casual and Fast Food Operations- Service Craft-based Learning	3
RDM 1128	Rooms Division Operations	3
TRM 1186	Introduction to the World of Hospitality	3
GEN 1192	Mathematics and Applied IT	3
GEN 1133	Effective Writing or	3
GEN 1135	Academic English	3
GEN 1134	Professional English or	3
GEN 1152	Mandarin 1 or	3
GEN 1157	Mandarin 2 or	3
GEN 1158	Mandarin 3 or	3
GEN 1146	French 1 or	3
GEN 1147	French 2 or	3
GEN 1153	Spanish 1 or	3
GEN 1154	Spanish 2	3
Total credits:		25.5

Semester 2: Hotel Administrations II

Course No.	Course Name	Credits
CUL 2118	Catering and Banquets Operations - Kitchen Craft-based Learning	3
CUL 2119	Pastry and Bakery Operations - Craft-based Learning	1.5
CUL 2123	Fine Dining, Casual and Fast Food Operations - Kitchen Craft-based Learning	1.5
FIN 2172	Hospitality Financial Accounting and Control	3
RDM 2129	Rooms Division Administration	3
GEN 2133	Advanced Writing Skills or	3
GEN 2134	Effective Communication	3
GEN 2177	Introduction to Psychology	3

GEN 2112	Scientific Principles of Human Nutrition and Food	3
GEN 2152	Mandarin 1 or	3
GEN 2157	Mandarin 2 or	3
GEN 2158	Mandarin 3 or	3
GEN 2146	French 1 or	3
GEN 2147	French 2 or	3
GEN 2153	Spanish 1 or	3
GEN 2154	Spanish 2	3
GEN S2135	Public Speaking and Presentation Skills	3
	Total credits:	27
INT 1108	Internship	2
	Total credits for certificate:	54.5

B. CULINARY ARTS DIPLOMA (ONLY ON OFFER AT THE AMMAN CAMPUS)

The Culinary Arts Diploma is a two-year/4 semesters program. Four semesters are spent at the Academy where students are exposed to a good mix of craft based learning and theoretical subjects pertaining to culinary management. The third semester is spent in industry internships in leading culinary establishments in Jordan or abroad.

Education is based on the Swiss principles of exposing students to industry relevant curriculum. The Academy in Amman is purpose built for culinary education and all seven kitchens are equipped with the latest technology.

B.1. Program Objectives

The objective of the culinary arts diploma program is to educate students to a level of all-round culinary competency and to prepare students to enter the culinary industry with confidence. The program educates students in craft-based learning environments, helping them to acquire the appropriate operational and supervisory skills, knowledge and attitudes for their personal and professional goals. Alternatively, students can continue their studies at Les Roches Bluche, Les Roches Marbella or Les Roches Chicago, United States of America.

Learning outcomes

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

1. Perform effectively in a variety of culinary operational settings.
2. Demonstrate an understanding of best practices with regards to kitchen organization, quality, hygiene and teamwork.
3. Use the knowledge they have gained to develop culinary managerial competencies in a junior management setting.
4. Employ common skills enhancing their effectiveness in a personal and professional context.
5. Demonstrate understanding and awareness of moral and ethical issues in culinary industry organizations.

B.2. Program Content

Semester 1:

Course No.	Course Name	Credits
CUL 111	Culinary Basics Craft Based Learning	2
CUL 112	F & B Services Techniques CBL	2
CUL 113	Stewarding & Cleaning Science	1
CUL 114	ServSafe & Food Hygiene	3
CUL 115	Culinary & Beverage Science	3

Languages

GEN 211	Basic English Communication & writing skills or	3
GEN 212	Intermediate English Communication & writing skills or	3
GEN 213	Arabic Language	0

General Education

GEN 221	Basic Computer Skills or	2
GEN 222	Advanced Computer Skills	2
	Total credits:	16

Semester 2:

Course No.	Course Name	Credits
CUL 116	Intermediate Culinary Craft Based Learning	2
CUL 117	Pastry & Bakery Basics Craft Based Learning	2
CUL 118	Menu & Recipe Development	3
CUL 119	Food Purchasing & Culinary Financial Principle	3
CUL 120	Culinary Concept & Banquet Management	3

Languages

GEN 214	Effective Communication or	3
GEN 215	Advanced Communication or	3
GEN 216	Foreign Language	3

General Education

GEN 223	Organizational Behavior in Hospitality & Tourism	3
GEN 224	Professional Development & Performing Arts	3
Total credits:		22

Semester 3:

INTERN 311	Industry Internship	2
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Semester 4:

Course No.	Course Name	Credits
CUL 121	Contemporary Culinary Craft Based Learning	3
CUL 122	Pastry & Bakery Advanced Craft Based Learning	2
CUL 123	Quality Management & Culinary Supervision	3

Languages

GEN 217	Effective Business Communication or	3
GEN 218	Advanced Business Communication or	3
GEN 219	Foreign Language	3

General Education

GEN 225	Principle Science of Nutrition	3
GEN 226	Sensory Evaluation & Flavor Pairing	3
GEN 227	Islamic Culture	0
Total credits:		17

Students who would like their RACA Diploma validated by Jordan Ministry of Higher Education must be holder of a Tawjihi Certificate and take and pass three required subjects: Islamic Culture, Arabic Language and Military Awareness. These courses will be administered by the Royal Academy of Culinary Arts and delivered during the semester; Military Awareness will be an online course. A GPA of 60% must be achieved to be eligible to attend a locally held comprehensive theoretical and practical exam.

This process will allow students to continue their study in any university in Jordan.

Jordan College requirement (for local validation):

Students who wish to validate their Diploma by the Jordan Ministry of Higher Education must present a passed Tawjihi and an overall GPA of 60%. However, their credit hours will not be recognized.

C. INTENSIVE ENGLISH LANGUAGE AND SERVICE PROGRAM (BBA 1A/ BBA 1B)

This program prepares students who lack the formal English entry standards required for entry into the full Degree program at Les Roches. The two semesters focus on Intensive English learning in small groups and includes some aspects of Hospitality and Tourism.

C.1. Program Objectives

The aim of the Intensive English for Service program is to provide students with the relevant skills in English language, comprehension, listening and speaking for entry to the undergraduate program. As well as studying the language, the students will follow the Practical course in the first instance and thereafter the Academic course in the following semester. It also aims to introduce students to hospitality and raise cultural awareness in preparation for their further studies at Les Roches.

Learning outcomes

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

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

C.2. Program Content

Semester 1:

Course No.	Course name
ENG E131	English Skills I
ENG E132	English for Hospitality
ENG E133	Listening & Speaking
ENG E134	Reading & Writing
ENG E136	Hospitality Projects
ENG E137	English for Academic Study
ENG E140	Culture & Tourism
FBS 1105	Catering and Banquets Operations – Service Craft-based Learning
FBS 1106	Principles of Bar and Beverage Operations - Service Craft-based Learning
FBS 1107	Fine Dining, Casual and Fast Food Operations - Service Craft-based Learning
SCI 1162	Cleaning Science and Stewarding

Semester 2:

Course No.	Course name
RDM 1128	Rooms Division Operations
TRM 1186	Introduction to the World of Hospitality
GEN 1134	Professional English
GEN 1135	Academic English
GEN 1192	Mathematics and Applied IT

D. DIPLOMA IN HOTEL MANAGEMENT

The Hotel Management Program is a three-year program combining theoretical and practical classes at school as well as professional internships in the hospitality industry.

The Diploma in Hotel Management may be earned after completing the three-year program. It consists of a total of six semesters. Based upon the firm conviction that theoretical and practical knowledge and industry experience have to grow in harmony, the program divides the student's schedule equally between these two facets: three academic and practical semesters at the School rotating with three semesters in the hospitality industry (internship). The internship period of six months (4 months in a seasonal resort where the contract only permits and prior agreement of CDIP) in Switzerland or overseas is regulated by a formal, legal and financial contract. Les Roches Career Development and Industrial Placement Office assists students in all aspects by helping them to secure adequate positions, by visiting them (if the internship is in Switzerland or the UK) and by checking on their progress. The final evaluation of the internship is an integral part of the year's results. This program comprises 83 academic credits.

D.1. Program Objectives

The aim of the Diploma in Hotel Management is to prepare students to confidently enter the hospitality industry. The program educates students in craft-based learning environments to acquire the appropriate operational and supervisory skills, knowledge and attitudes for their personal and professional goals. Alternatively students can progress to further studies.

Learning outcomes

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

1. Perform effectively in a variety of hospitality operational settings.
2. Demonstrate an understanding of the economic significance of the global hospitality industry.
3. Demonstrate understanding and awareness of managerial competencies relevant to a professional context.
4. Employ common skills enhancing their effectiveness in a personal and professional context.
5. Demonstrate understanding and awareness of the cross-cultural, moral and ethical issues in the management of hospitality organizations.

D.2. Program Content

Semester 1:

Course No.	Course Name	Credits
FBS 1105	Catering and Banquets Operations - Service Craft-based Learning	3
SCI 1162	Cleaning Science and Stewarding	1.5
FBS 1106	Principles of Bar and Beverage Operations - Service Craft-based Learning	3
FBS 1107	Fine Dining, Casual and Fast Food Operations - Service Craft-based Learning	3
RDM 1128	Rooms Division Operations	3
TRM 1186	Introduction to the World of Hospitality	3
GEN 1192	Mathematics and Applied IT	3
2 courses from the following as required:		
GEN 1133	Effective Writing or	3
GEN 1135	Academic English	3
GEN 1134	Professional English or	3
GEN 1146	French I or	3
GEN 1149	German I or	3
GEN 1153	Spanish I	3
Total credits:		25.5

(If there are sufficient demands other levels of the foreign language options can be provided)

Semester 2:

Course No.	Course Name	Credits
CUL 2118	Catering and Banquets Operations – Kitchen Craft-based Learning	3
CUL 2119	Pastry and Bakery Operations – Craft-based Learning	1.5
CUL 2123	Fine Dining, Casual and Fast Food Operations – Kitchen Craft-based Learning	3
FIN 2172	Hospitality Financial Accounting and Control	3
RDM 2129	Rooms Division Administration	3
GEN 2112	Scientific Principles of Human Nutrition and Food	3
GEN 2177	Introduction to Psychology	3
2 courses from the following as required:		
GEN 2133	Advanced Writing Skills or	3
GEN 2134	Effective Communication	3
GEN 2147	French 2 or	3
GEN 2150	German 2 or	3
GEN 2154	Spanish 2	3
Total credits:		25.5

(If there are sufficient demands other levels of the foreign language options can be provided)

Semester 3:

INT 1108	Internship	3
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Semester 4:

Course No.	Course Name	Credits
RDM 3130	Rooms Division Management	3
FBM 3196	Food and Beverage Management	3
RDM 3131	Facilities Management	3
FIN 3173	Hospitality Managerial Accounting	3
HRM 3176	Hospitality Human Resources	3
MKT 3182	Hospitality Marketing	3
GEN 3199	Economics	3
1 course from the following as required:		
GEN 3148	French 3 or	3
GEN 3151	German 3 or	3
GEN 3156	Spanish 3 or	3
GEN 3155	Italian 1 or	3
GEN 3152	Mandarin 1	3
Total credits:		24

(If there are sufficient demands other levels of the foreign language options can be provided)

Semester 5:

INT 2109	Internship	3
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Semester 6:

INT 3110	Diploma Validation Internship	2
Total credits for Diploma in Hotel Management:		83

E. ASSOCIATE DEGREE OF BUSINESS ADMINISTRATION IN FOOD AND BEVERAGE OPERATIONS**E.1. Program Objectives**

To graduate with an associate degree a student must complete Bachelor of Business Administration semesters 1, 2, 3 and 5 as well as gain 6 credits from BBA 4/ BBA 4 Dip. which must be either in Rooms Division Management or Food and Beverage Management as well as pass a General Education subject.

Learning Outcomes

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

1. Perform effectively in the food and beverage production and service as well as the hotel operation areas.
2. Explain the importance and the interaction of all functional areas in a hotel.
3. Select appropriate techniques to effectively and ethically supervise people.
4. Use tools and techniques for basic decision making and be able to effectively communicate these in English and in basic terms of a foreign language.

E.2. Program Content**Semester 1:**

Course No.	Course Name	Credits
FBS 1105	Catering and Banquets Operations - Service Craft-based Learning	3
SCI 1162	Cleaning Science and Stewarding	1.5
FBS 1106	Principles of Bar and Beverage Operations - Service Craft-based Learning	3
FBS 1107	Fine Dining, Casual and Fast Food Operations - Service Craft-based Learning	3
RDM 1128	Rooms Division Operations	3
TRM 1186	Introduction to the World of Hospitality	3
GEN 1192	Mathematics and Applied IT	3

2 courses from the following as required:

GEN 1133	Effective Writing	3
GEN 1135	Academic English or	3
GEN 1134	Professional English or	3

GEN 1146	French 1 or	3
GEN 1149	German 1 or	3
GEN 1153	Spanish 1	3
Total credits:		25.5

Semester 2:

Course No.	Course Name	Credits
CUL 2118	Catering and Banquets Operations – Kitchen Craft-based Learning	3
CUL 2119	Pastry and Bakery Operations – Craft-based Learning	1.5
CUL 2123	Fine Dining, Casual and Fast Food Operations – Kitchen Craft-based Learning	3
FIN 2172	Hospitality Financial Accounting and Control	3
RDM 2129	Rooms Division Administration	3
GEN 2112	Scientific Principles of Human Nutrition and Food	3
GEN 2177	Introduction to Psychology	3
2 courses from the following as required:		
GEN 2133	Advanced Writing Skills or	3
GEN 2134	Effective Communication	3
GEN 2147	French 2 or	3
GEN 2150	German 2 or	3
GEN 2154	Spanish 2	3
Total credits:		25.5

Semester 3:

INT 1108	Internship	3
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Semester 4:

Course No.	Course Name	Credits
RDM 3130	Rooms Division Management or	3
FBM 3196	Food and Beverage Management	3
1 course from the following as required:		
GEN 3148	French 3 or	3
GEN 3151	German 3 or	3
GEN 3156	Spanish 3 or	3
GEN 3155	Italian 1 or	3
GEN 3152	Mandarin 1	3
GEN 3199	Economics	3
Total credits:		6

Semester 5:

INT 2109	Internship	3
Total credits:		63

F. BACHELOR OF BUSINESS ADMINISTRATION (HONS) INTERNATIONAL HOTEL MANAGEMENT

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

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

F.1. Program Objectives

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

Learning outcomes

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

1. Be autonomous learners working towards realizing their personal and professional potential.
2. Appraise confidently and challenge the central theories and concepts within the academic field of Business Management and International Hospitality.
3. Identify and critically evaluate current trends and issues within the International Hospitality Industry and have the ability to reflect on its academic progress and professional development.
4. Integrate and evaluate issues encountered within the General Education program.
5. Use effectively the full range of common skills developed during the program.

F.2. Program Content

Semester 1:

Course No.	Course Name	Credits
FBS 1105	Catering and Banquets Operations - Service Craft-based Learning	3
SCI 1162	Cleaning Science and Stewarding	1.5
FBS 1106	Principles of Bar and Beverage Operations - Service Craft-based Learning	3
FBS 1107	Fine Dining, Casual and Fast Food Operations - Service Craft-based Learning	3
RDM 1128	Rooms Division Operations	3
TRM 1186	Introduction to the World of Hospitality	3
GEN 1192	Mathematics and Applied IT	3
2 courses from the following as required:		
GEN 1133	Effective Writing or	3
GEN 1135	Academic English	3
GEN 1134	Professional English or	3
GEN 1146	French 1 or	3
GEN 1149	German 1 or	3
GEN 1153	Spanish 1	3
Total credits:		25.5

(If there are sufficient demands other levels of the foreign language options can be provided)

Semester 2:

Course No.	Course Name	Credits
CUL 2118	Catering and Banquets Operations – Kitchen Craft-based Learning	3
CUL 2119	Pastry and Bakery Operations – Craft-based Learning	1.5
CUL 2123	Fine Dining, Casual and Fast Food Operations – Kitchen Craft-based Learning	3
FIN 2172	Hospitality Financial Accounting and Control	3
RDM 2129	Rooms Division Administration	3
GEN 2112	Scientific Principles of Human Nutrition and Food	3
GEN 2177	Introduction to Psychology	3
2 courses from the following as required:		
GEN 2133	Advanced Writing Skills or	3
GEN 2134	Effective Communication	3
GEN 2147	French 2 or	3
GEN 2150	German 2 or	3
GEN 2154	Spanish 2	3
Total credits:		25.5

(If there are sufficient demands other levels of the foreign language options can be provided)

Semester 3:

INT 1108	Internship	3
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Semester 4:

Course No.	Course Name	Credits
RDM 3130	Rooms Division Management	3

FBM 3196	Food and Beverage Management	3
RDM 3131	Facilities Management	3
FIN 3173	Hospitality Managerial Accounting	3
HRM 3176	Hospitality Human Resources	3
MKT 3182	Hospitality Marketing	3
GEN 3199	Economics	3

1 course from the following as required:

GEN 3148	French 3 or	3
GEN 3151	German 3 or	3
GEN 3156	Spanish 3 or	3
GEN 3155	Italian 1 or	3
GEN 3152	Mandarin 1	3

Total credits: 24

(If there are sufficient demands other levels of the foreign language options can be provided)

Semester 5:

INT 2109	Internship	3
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Semester 6:

INTERNATIONAL HOTEL MANAGEMENT (ALL SPECIALIZATIONS)

Course No.	Course Name	Credits
MM 4195	Modeling for Management (until 2017.2)	3
MKT 4186	International Strategic Marketing	3
FIN 4176	Financial Management	3
HRM 4179	Leadership and Human Resource Management	3
GEN 4107	Research Methods	3
GEN 4168	Quantitative Techniques	3
GEN 4176	Organizational Behavior (from 2018.1)	3

And 1 course from the following:

GEN 4109	Principles of Sociology	3
GEN 4112	Words and Images: making the words move	3
GEN 4114	Principles of Philosophy: critical thinking	3
GEN 4115	Advanced French and Literature	3
GEN 4126	Right and Wrong – Ethics and Morals in Society	3
GEN 4127	Aesthetic Expressions	3

Total credits: 21

Semester 7:

INTERNATIONAL HOTEL MANAGEMENT WITH ENTREPRENEURSHIP*

Course No.	Course Name	Credits
RDM 4134	Revenue and Pricing Management	3
TRM 4187	Tourism Studies	3
RDM 4136	Business Planning	3
RDM 4138	Project and Contract Management	3
MM 4195	Modeling for Management (from 2018.2)	3

2 courses (1 course for honors students) from the following as required:

GEN 4113	Politics and International Affairs	3
GEN 4116	Contemporary History	3
GEN 4120	Theatre Studies and Drama	3
GEN 4124	Spaces, Symbols and Relationships	3
GEN 4125	Healthy Lifestyles	3
GEN 4126	Right and Wrong - Ethics and Morals in Society	3
GEN 4127	Aesthetic Expressions	3
GEN 4130	Web Strategy and Design	3

GEN 4161	Environmental Studies	3
GEN 4141	The Science and Culture of Gastronomy	3
GEN 4143	People, Conflict and Negotiation	3
GEN 4144	Reading between the Lines	3
		Total credits: 15/18
DIS 4109	Dissertation (compulsory for honors degree)	6
		Total credits for honors degree: 21

*FIN 4176 of BBA 6 must be passed in order to receive this specialization

INTERNATIONAL HOTEL MANAGEMENT WITH MARKETING*

Course No.	Course Name	Credits
RDM 4134	Revenue and Pricing Management	3
TRM 4187	Tourism Studies	3
MKT 4183	Integrated Marketing Communications	3
MKT 4185	Hospitality Distribution and E-Commerce	3
MM 4195	Modeling for Management (from 2018.2)	3
2 courses (1 course for honors students) from the following as required:		
GEN 4113	Politics and International Affairs	3
GEN 4116	Contemporary History	3
GEN 4120	Theatre Studies and Drama	3
GEN 4124	Spaces, Symbols and Relationships	3
GEN 4125	Healthy Lifestyles	3
GEN 4126	Right and Wrong - Ethics and Morals in Society	3
GEN 4127	Aesthetic Expressions	3
GEN 4130	Web Strategy and Design	3
GEN 4161	Environmental Studies	3
GEN 4141	The Science and Culture of Gastronomy	3
GEN 4143	People, Conflict and Negotiation	3
GEN 4144	Reading between the Lines	3
		Total credits: 15/18
DIS 4109	Dissertation (compulsory for honors degree)	6
		Total credits for honors degree: 21

*MKT 4186 of BBA 6 must be passed in order to receive this specialization

INTERNATIONAL HOTEL MANAGEMENT WITH FINANCE*

Course No.	Course Name	Credits
RDM 4134	Revenue and Pricing Management	3
TRM 4187	Tourism Studies	3
FIN 4173	Financial Management for Decision Making	3
FIN 4171	Performance Management	3
MM 4195	Modeling for Management (from 2018.2)	3
2 courses (1 course for honors students) from the following as required:		
GEN 4113	Politics and International Affairs	3
GEN 4116	Contemporary History	3
GEN 4120	Theatre Studies and Drama	3
GEN 4124	Spaces, Symbols and Relationships	3
GEN 4125	Healthy Lifestyles	3
GEN 4126	Right and Wrong - Ethics and Morals in Society	3
GEN 4127	Aesthetic Expressions	3
GEN 4130	Web Strategy and Design	3
GEN 4161	Environmental Studies	3
GEN 4141	The Science and Culture of Gastronomy	3
GEN 4143	People, Conflict and Negotiation	3
GEN 4144	Reading between the Lines	3
		Total credits: 15/18
DIS 4109	Dissertation (compulsory for honors degree)	6
		Total credits for honors degree: 21

*FIN 4176 of BBA 6 must be passed in order to receive this specialization

INTERNATIONAL HOTEL MANAGEMENT IN EVENT MANAGEMENT

Course No.	Course Name	Credits
RDM 4134	Revenue and Pricing Management	3
EVM 4166	Corporate Events & Business Travel	3
EVM 4167	Event Operations and Project Management	3
MM 4195	Modeling for Management (from 2018.2)	3
TRM 4187	Tourism Studies	3
GEN 4120	Theatre Studies and Drama	3
1 course (except for honors students) from the following as required:		
GEN 4113	Politics and International Affairs	3
GEN 4116	Contemporary History	3
GEN 4124	Spaces, Symbols and Relationships	3
GEN 4125	Healthy Lifestyles	3
GEN 4126	Right and Wrong - Ethics and Morals in Society	3
GEN 4127	Aesthetic Expressions	3
GEN 4130	Web Strategy and Design	3
GEN 4161	Environmental Studies	3
GEN 4141	The Science and Culture of Gastronomy	3
GEN 4143	People, Conflict and Negotiation	3
GEN 4144	Reading between the Lines	3
		Total credits: 15/18
DIS 4109	Dissertation (compulsory for honors degree)	6
		Total credits for honors degree: 21

INTERNATIONAL HOTEL MANAGEMENT WITH INNOVATION AND SUSTAINABILITY

Course No.	Course Name	Credits
RDM 4134	Revenue and Pricing Management	3
TRM 4187	Tourism Studies	3
RDM 4149	Sustainable Business Practices	3
RDM 4150	Innovation in Hospitality	3
MM 4195	Modeling for Management (from 2018.2)	3
GEN 4161	Environmental Studies	3
1 course (except for honors students) from the following as required:		
GEN 4113	Politics and International Affairs	3
GEN 4116	Contemporary History	3
GEN 4120	Theatre Studies and Drama	3
GEN 4124	Spaces, Symbols and Relationships	3
GEN 4125	Healthy Lifestyles	3
GEN 4126	Right and Wrong - Ethics and Morals in Society	3
GEN 4127	Aesthetic Expressions	3
GEN 4130	Web Strategy and Design	3
GEN 4141	The Science and Culture of Gastronomy	3
GEN 4143	People, Conflict and Negotiation	3
GEN 4144	Reading between the Lines	3
		Total credits: 15/18
DIS 4109	Dissertation (compulsory for honors degree)	6
		Total credits for honors degree: 21

INTERNATIONAL HOTEL MANAGEMENT WITH HEALTH AND WELLNESS MANAGEMENT

Course No.	Course Name	Credits
RDM 4134	Revenue and Pricing Management	3
TRM 4187	Tourism Studies	3
SPA 4201	Spa Management	3
SPA 4202	Spa Concepts and Design	3
MM 4195	Modeling for Management (from 2018.2)	3
GEN 4125	Healthy Lifestyles	3
1 course (except for honors students) from the following as required:		
GEN 4113	Politics and International Affairs	3
GEN 4116	Contemporary History	3
GEN 4120	Theatre Studies and Drama	3
GEN 4124	Space, Symbols and Relationships	3
GEN 4126	Right and Wrong - Ethics and Morals in Society	3
GEN 4127	Aesthetic Expressions	3
GEN 4130	Web Strategy and Design	3
GEN 4161	Environmental Studies	3
GEN 4143	People, Conflict and Negotiation	3
GEN 4144	Reading between the Lines	3
		Total credits : 15/18
DIS 4109	Dissertation (compulsory for honors degree)	6
		Total credits for honors degree: 21

G. BACHELOR OF BUSINESS ADMINISTRATION IN GLOBAL HOSPITALITY MANAGEMENT

G.1. Program Objectives

The aim of the BBA Global Hospitality Management program is to prepare students for management and leadership careers in the global Hospitality Industry. Studying and living a multicultural experience, the program develops a global holistic perspective fostering competencies and skills required for an international career.

Learning outcomes

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

1. Be autonomous learners working towards realizing their personal and professional potential.
2. Appraise confidently and challenge the central theories and concepts within the academic field of Business Management and Global Hospitality.
3. Understand and apply different cultural working practices to develop and lead global teams effectively
4. Identify and critically evaluate cross cultural issues in the global business environment.
5. Demonstrate the requisite skills and attitudes for a successful career in a multicultural environment.
6. Be intellectually mobile to be ready for leadership in an industry that demands flexibility.

G.2. Program Content

Semester 1 (Les Roches, Switzerland):

Course No.	Course Name	Credits
FIN G172	Purchasing and Control	3
RDM G128	Rooms Division Operations	3
SCI G162	Cleaning Science and Food Hygiene	3
TRM G186	Introduction to International Hospitality Business	3
GEN G111	Cultural Studies	3
GEN G133	Effective Writing or	3
GEN G135	Academic Writing	3
GEN G146/G153/G152	French 1, Spanish 1 or Mandarin 1	3
GEN G193	Applied IT	3
		Total credits: 24

(If there are sufficient demands other levels of the foreign language options can be provided)

Semester 2 (Les Roches, China):

Course No.	Course Name	Credits
FBS G202	Principles of Bar and Beverage Operations - Service Craft-based Learning	3
FBS G205	Catering and Banquets Operations - Service Craft-based Learning	3
FBS G207	Fine Dining, Casual and Fast Food Operations - Service Craft-based Learning	3
RDM G230	Rooms Division Management	3
FIN G271	Business Mathematics	1.5
GEN G208	Asian Studies	3
GEN G212	Human Nutrition and Food	3
GEN G234	Effective Communication	3
GEN G246/ G253/ G252	French 1, Spanish 1, Mandarin 1 or	3
GEN G253/ G252	French 2, Mandarin 2 or Spanish 2	3
Total credits:		25.5

(If there are sufficient demands other levels of the foreign language options can be provided)

Semester 3 (Les Roches, Spain):

Course No.	Course Name	Credits
CUL G316	Craft-based Learning Kitchen	3
CUL G319	Craft-based Learning Pastry	1.5
CUL G322	Culinary Concepts	3
FIN G373	International Accounting	3
MKT G382	Hospitality Marketing	3
GEN G341	Gastronomy of Spain	3
GEN G376	Organizational Behavior	3
GEN G399	Economics	3
GEN G153/ G146	Spanish 1, French 1 or	3
GEN G254/ G247	Spanish 2, French 2 or	3
GEN G356/ G348	Spanish 3 or French 3	3
Total credits:		25.5

(If there are sufficient demands other levels of the foreign language options can be provided)

Semester 4:

Course No.	Course Name	Credits
INT G409	Internship	3

Semester 5 (Les Roches, Switzerland):

Course No.	Course Name	Credits
FBM G596	Food and Beverage Management	3
MIS G594	Management Science	3
RDM G534	Revenue and Pricing Management	3
RDM G539	Corporate Events and Business Travel	3
GEN G507	Research Methods	3
GEN G543	Leading Multi-National Teams	3
GEN G568	Quantitative Techniques	3
	+ 1 General Education choice	3
Total credits:		24

Semester 6:

Course No.	Course Name	Credits
INT G610	Internship	3

Semester 7 (Les Roches, Switzerland):

Course No.	Course Name	Credits
FIN G776	International Finance	3

MKT G786	International Strategic Marketing	3
RDM G736	Innovative Hospitality Start-ups	3
RDM G738	Project and Contract Management	3
TRM G787	Sustainable Tourism	3
GEN G713	Politics and International Affairs	3
		Total credits: 18
DIS G709	Dissertation	6
		Total credits for honors degree: 21

H. POSTGRADUATE PROGRAM

The Postgraduate Program is available to mature and committed career changers who wish to enter the international hospitality industry. The program consists of two semesters plus an additional six-month period of an industry internship. The program includes a mixture of hospitality and business management theoretical courses and traditional Swiss culinary art. Food and beverage operational management training is integrated into the program framework.

H.1. Program Objectives

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

Learning outcomes

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

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

H.2. Program Content

Semester 1:

Course No.	Course Name	Credits
FIN P172	Hospitality Finance	3
MKT P182	Services Marketing	3
RDM P126	Rooms Division Operations	3
FBM P196	Food and Beverage Operations Management	3
FBS P101	Food Production and Service Operations	3

Based on an English placement test, students will either study:

GEN P132	Business and Academic English	3
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Or one of the following:

GEN P146/ P149/ P153/ P147/ P152	French 1, German 1, Spanish 1, French 2 or Mandarin 1	3
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Total credits: 18

Semester 2:

Course No.	Course Name	Credits
RDM P130	Rooms Division Management	3
HRM P177	Hospitality Human Resources	3
RDM P134	Yield and Revenue Management	3
FBM P197	Events Management	3
RDM P136	Applied Hospitality Management	3

Either			
RDM P135	Entrepreneurship		3
Or			
RDM P131	Sustainable Facilities Management		3
INT P108	Internship		0
		Total credits:	18

H.3. Postgraduate Higher Diploma in International Hospitality Management

In addition to the above, this program comprises of six courses from the MBA Program.

I. MBA IN HOSPITALITY

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. These courses build together into a comprehensive program of advanced study culminating in the submission of a dissertation. It is intended to benefit participants who already have hospitality management experience, and has been designed with an emphasis on the practical application of theory to the problems of management in both smaller and larger hospitality businesses.

A trip in Chicago, USA, also adds to the global experience of the MBA program.

I.1. Program Objectives

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

Learning outcomes

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

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

I.2. Program Content

Pre-MBA

Course No.	Course Name	Credits
MP6010	Managerial Accounting and Performance Dashboards	0
MP6012	Research Methods	0
MP6013	Communication & Leadership Presence	0
MP6014	Innovation in the Hospitality Industry	0

Semester 1:

Course No.	Course Name	Credits
M6122	Strategic Marketing & Sales in the Hospitality Industry	3
M6126	Strategy and the Value Adding Manager	3
M6127	Hospitality Financial Management and Budgeting	3
M6128	Leadership and Organizational Effectiveness	3
M6129	Business Modeling, Innovation and Entrepreneurship	3
M6132	Managing Destinations' Competitiveness	3

2 courses from the Electives as required:

M6123	Sustainable Development in Hospitality	1
M6134	Managing Organizational Development and Change	1
M6135	Hospitality and the Digital Disruption	1
M6136	Global Political Economy	1

Total Credits: 20

Semester 2:

Course No.	Course Name	Credits
M6125	Uncertainty, Data Analytics & Critical Thinking	3
M6242	Hospitality Demand Management	3
M6246	Corporate Finance and Shareholder Value	3
M6248	Customer Behavior and Insights	3
M6251	Strategic Business Project	4
2 courses from the Electives as required:		
M6245	Managing Real Estate and Properties	3
M6247	Investment Strategies for Financial Markets and Asset Management	3
M6249	Luxury Branding and Lifestyle Management	3
M6250	Digital Marketing Planning and Strategy	3
M6256	Hospitality Business Transformation and Integration	3
		Total Credits: 22
M6360	Dissertation	4
		Total Credits: 46

J. MASTER IN HOSPITALITY LEADERSHIP

The Mhl is available to students with a Bachelor's degree in hospitality or in business administration who wish to enhance their managerial skills. The Mhl is comprised of two semesters of study focusing primarily on developing the soft skills essential for a managerial career in this industry. The program includes a strong sequence of courses relating to leadership as well as applied hospitality matters. Students need to complete a dissertation in which they will explore a leadership issue in the hospitality industry.

J.1. Program Objectives

The aim of this program is to equip young graduates with the soft skills needed for a successful career in the hospitality world. The program objectives for the Mhl degree encompass three principal areas:

- ▲ Leading self
- ▲ Leading people
- ▲ Leading business and organizations

Learning outcomes

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

1. Build high performing team by gaining people's motivation, trust and commitment in a multicultural environment;
2. Analyze complex scenario and provide creative solutions in the field of hospitality management;
3. Evaluate values, strengths and limitations and elaborate appropriate development strategies for self and others;
4. Understand complex organisations; differentiate between systems, networks and organisation charts; lead a team in an organisation;
5. Recognise need for change; design, plan and implement changes in service organisations;
6. Understand the importance of culture in an organisation; develop and establish a safe culture based on values and mutual respect;
7. Encourage creativity and innovation; look at diverse perspectives and consensually construct shared goals;
8. Efficiently communicate vision and strategy that links the present and future.

J.2. Program Content**Semester 1:**

Course No.	Course Name	Credits
M6126	Strategy and the Value Adding Manager	3
M6130	Introduction to Hospitality Leadership	3
M6131	Managing Culture in Organization	3
M6132	Hospitality Financial Management	3
M6133	Research Methods	3
		Total Credits: 15

Semester 2:

Course No.	Course Name	Credits
M6241	Strategic Management	3
M6252	Leading with Innovation and Creativity	3
M6253	Managing Conflict and Negotiations	3
M6254	Leading Organizations	3
M6255	Applied Research Project in Hospitality Leadership	3
		Total Credits: 15
M6361	Dissertation	6
		Total Credits: 36

K. INTENSIVE ENGLISH LANGUAGE PROGRAM

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

K.1. Program Objectives

The aim of the Intensive 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

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

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

K.2. Program Content

Course No.	Course Name
ENG E34	Writing Skills
ENG E35	Use of English
ENG E39	English Skills
ENG E42	Reading Skills
ENG E43	Tourism and Culture
ENG E44	Listening Skills
ENG E46	Integrated Course

L. GENERAL EDUCATION

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

L.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.

L.2. Program Outcomes

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

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

L.3. Program Content

Course No.	Course Name
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Arts and Humanities

GEN 1105	Community Service
GEN 1133	Effective Writing
GEN 1135	Academic English
GEN 1134	Professional English
GEN 1146	French 1
GEN 1149	German 1
GEN 1153	Spanish 1
GEN 2133	Advanced Writing Skills
GEN 2134	Effective Communication
GEN 2147	French 2
GEN 2150	German 2
GEN 2154	Spanish 2
GEN 3148	French 3
GEN 3151	German 3
GEN 3156	Spanish 3
GEN 3149	French 4
GEN 3158	Spanish 4
GEN 3155	Italian 1
GEN 3152	Mandarin 1
GEN 4112	Words and Images: making the words move
GEN 4114	Principles of Philosophy: critical thinking
GEN 4115	Advanced French and Literature
GEN 4116	Contemporary History
GEN 4120	Theatre Studies and Drama
GEN 4126	Right and Wrong - Ethics and Morals in Society
GEN 4127	Aesthetic Expressions
GEN 4144	Reading between the Lines
GEN P132	Business and Academic English
GEN P146	French 1
GEN P149	German 1
GEN P152	Mandarin 1
GEN P153	Spanish 1
GEN P147	French 2
GEN G133	Effective Writing
GEN G135	Academic Writing
GEN G146	French 1
GEN G153	Spanish 1
GEN G152	Mandarin 1
GEN G208	Asian Studies
GEN G234	Effective Communication
GEN G246	French 1

GEN G247	French 2
GEN G252	Mandarin 1
GEN G253	Spanish 1
GEN G254	Spanish 2
GEN G257	Mandarin 2
GEN G348	French 3
GEN G356	Spanish 3

Math, Science and Technology

GEN 1192	Mathematics and Applied IT
GEN 2112	Scientific Principles of Human Nutrition and Food
GEN 4125	Healthy Lifestyles
GEN 4130	Web Strategy and Design
GEN 4141	The Science and Culture of Gastronomy
GEN 4161	Environmental Studies
GEN 4168	Quantitative Techniques
GEN G193	Applied IT
GEN G212	Human Nutrition and Food
GEN G568	Quantitative Techniques

Social Sciences

GEN 4176	Organizational Behavior
GEN 2177	Introduction to Psychology
GEN 3199	Economics
GEN 4107	Research Methods
GEN 4109	Principles of Sociology
GEN 4113	Politics and International Affairs
GEN 4124	Spaces, Symbols and Relationships
GEN 4143	People, Conflict and Negotiation
GEN G111	Cultural Studies
GEN G341	Gastronomy of Spain
GEN G376	Organizational Behavior
GEN G399	Economics
GEN G507	Research Methods
GEN G543	Leading Multi-National Teams
GEN G713	Politics and International Affairs

Professional Development

INT 1108	Internship
INT 2109	Internship
INT 3110	Diploma Validation Internship
INT G409	Internship
INT G610	Internship

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

12. COURSE DESCRIPTIONS

A. CERTIFICATE, INTENSIVE ENGLISH LANGUAGE AND SERVICE (FOR PRACTICAL CLASSES), DIPLOMA AND BACHELOR OF BUSINESS ADMINISTRATION (HONS) IN INTERNATIONAL HOTEL MANAGEMENT

CUL 2118 Catering and Banquets Operations – Kitchen Craft-based Learning

The course offers students foundation knowledge to prepare food using all major cooking methods and applying proper hygiene, energy conservation and waste 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 and serve quality food in an effective and efficient way in a high volume, buffet service, and all-day dining restaurant.

Students will also develop an understanding for specific culinary concepts such as: kitchen managerial skills, outfitting, kitchen brigade organization, control and heating and cooling systems. Convenience food systems, safe and unsafe working environments, energy awareness and grey energy are also some of the topics taught during academic and practical classes.

CUL 2119 Pastry and Bakery Operations – Craft-based Learning

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

CUL 2123 Fine Dining, Casual and Fast Food Operations – Kitchen Craft-based Learning

This course covers practical and theoretical knowledge relevant to these three food and beverage concepts. The course will ensure that the students appreciate and are able to select the appropriate preparation methods, menu, mise en place, plating and dressing, pick up management and expedition.

The study of menu planning incorporates culinary knowledge, food science elements and cooking techniques. Information technology tools are also introduced and practiced. Knowledge and skills to effectively plan menus considering the constraints and variables in the respective food and beverage concept are developed.

DIS 4109 Dissertation (compulsory for honors degree)

Students are required to produce a dissertation of 10,000 words. Prerequisites to this course include the submission of a dissertation research proposal 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.

FBM 3196 Food and Beverage Management

This course distinguishes restaurant and institutional catering from hotel food and beverage and analyses organizational, operational and financial aspects of modern food and beverage operations. The students discuss labor cost control systems and interpret feasibility studies on an introductory basis. Food and beverage operating budgets are reviewed. The course places an emphasis on the banqueting and catering market.

FBS 1105 Catering and Banquets Operations – Service Craft-based Learning

Craft-based learning in food and beverage offers students foundation level skills knowledge. Students are prepared to work effectively and efficiently in teams to provide timely and appropriate food and beverage in a high volume, buffet service, all-day dining restaurant. Demonstrations, simulations and practical activities performed by the student will familiarize them with aspects of service techniques on a high paced environment. During this rotation, students will also have exposure to a Banquet-style operation during lunch time acquiring all related knowledge to the most profitable department within the food and beverage industry.

FBS 1106 Principles of Bar and Beverage Operations– Service Craft-based Learning

This course explains and examines all theoretical and practical aspects of running a beverages and wines operation. The students will gain a good understanding of alcoholic beverages by examining the history, people and culture of well-known production regions. During practical training, students gain exposure on wines and drinks preparations and service; together with the utilization of Point of Sales systems, opening and closing duties and end-of-the-day cash reconciliation.

FBS 1107 Fine Dining, Casual and Fast Food Operations – Service Craft-based Learning

This course covers practical and theoretical knowledge relevant to these three service concepts and styles used in international hospitality operations. It examines, analyses and differentiates the nature of good service depending on the food and beverage identity of the restaurant.

The course will ensure that the students appreciate and are able to select the appropriate service techniques, menu, restaurant organization, staffing levels and organizational structure of the outlet based on their respective target market.

FIN 2172 Hospitality Financial Accounting and Control

Financial understanding is an essential element in a hospitality manager's range of required skills. The students are introduced to the basic accounting practices, concepts and branches and the production of financial statements within the Uniform System of Accounts format is examined. As the students become familiar and comfortable with the income statement and the balance sheet, various forms of analysis are introduced and practiced through exercise work. The control of acquisitions of the hospitality operation is examined and the students become aware of hospitality inventory and cost control systems. Actual financial statements from hospitality operations are introduced to them and various forms of ratio analysis are applied as the students begin the process of using these documents to assist them in the business decision-making process.

FIN 3173 Hospitality Managerial Accounting

This course proceeds from the understanding and analysis of financial statements developed during the third semester. The students will explore the key areas of financial decision making, forecasting, and budget development and analysis. Fixed, variable and semi-variable costs are differentiated, and revenue and cost responsibility are assigned. The effect that the behavior of costs has on certain management decisions is discussed, as is the use of C-V-P and break even analysis. Budget preparation theories are reviewed, and budgeting techniques at the property level are applied. Methods for judging variances between actual and budget figures are considered. Issues relating to the importance of future cash flows are analyzed.

FIN 4176 Financial Management

In this course students will examine the role of accounting within businesses and examine their sources of finance for both SMEs and PLCs. The students will identify the risks in the operations of the company, mainly risks relating to cash flow and gearing and be able to explore the measures to reduce these risks. In addition the student will examine pricing, CVP and costing in a marginal costing environment. Additionally, students will learn the main Capital Budgeting techniques. Students will also explore the nature of working capital.

HRM 3176 Hospitality Human Resources

Hospitality Human Resources Management prepares the students to face the technical and operational challenges of their respective roles as junior supervisors/managers irrespective of the specialist area. Key themes explored include recruitment, interviewing techniques (selection, discipline, performance review) training and development, issues of team working, culture, ethics and leadership within the organization.

HRM 4179 Leadership and Human Resource Management

Students will examine human resource functions from a global perspective in order to create a model work environment that meets 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 all demand proper attention be given to human resource planning, management and employee relations. Issues and challenges associated with managing an international organization will be explored.

MKT 3182 Hospitality Marketing

This course offers a thorough grounding in Marketing Management. Starting from the idea that the purpose of marketing is to deliver value to the consumer, the course begins with the examination of marketing as a strategic business function. We then progress through an analysis of the business environment and how to determine products and services we might profitably offer our customers. The middle part of the course deals with the three key concepts of segmentation, targeting and positioning. Next, we explore the components of marketing mix. The final section of our course deals with branding and consumer buying behavior. All of these concepts will be illustrated throughout the course with examples and case studies from the hospitality and tourism industry.

MKT 4186 International Strategic Marketing

The aim of this course is to enable students to understand, and put into practice, the strategic decision making process in a complex international environment. The final outcome is to develop coherent strategies for a given hospitality business.

MM 4195 Modeling for Management

This course covers building explicit models for analysis and managerial decision-making. Students will solve problems in workforce scheduling, production planning, task assignment, transportation, capital budgeting and other decision analyses, by applying appropriate modeling techniques using Excel worksheets and the Solver.

RDM 1128 Rooms Division Operations

Four main components make up this course – Rooms Division (front office and housekeeping) Operations, customer care, applied front office techniques and housekeeping technical operations. 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. In addition, students will have the opportunity to develop practical knowledge and skills required of operational staff in Front Office and Housekeeping. These skills will be developed in the classroom and the practical reception area and housekeeping operations.

RDM 2129 Rooms Division Administration

This course aims to cover various operational tasks and procedures associated with the Front Office and Housekeeping departments. The students will be introduced to the manual guest auditing system and to the Property Management System (PMS). At the end of this course students will have a general understanding of the use of a Guest Ledger and of a computerized Front Office system. Development and trends in technology within Rooms Division will also be discussed.

RDM 3130 Rooms Division Management

This course prepares the students 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.

RDM 3131 Facilities Management

Given that hospitality facilities are costly, complex and unique in many ways, managing hotel operations in a responsible manner requires the application of specific knowledge and skills. This course provides an introduction to 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.

RDM 4134 Revenue and Pricing Management

Revenue management is a systematic and formal process that assures you "sell the right product to the right customer at the right price for the right time" (Robert G. Cross 1997). It can also be described as a form of demand management and variable pricing thus proving to be a major weapon for service industries, maybe even offering critical advantage over their fellow competitors. The objective of this course is to teach tactics and strategies of effectively managing a hotel's rates and capacity. Hospitality Rooms Division and Food & Beverage departments' areas will be the emphasis of class discussions. Rooms' discussion topics will include overbooking, product inventory control, duration control and forecasting techniques. Food & Beverage discussion topics include menu engineering, operations analysis and capacity management with the intent of maximizing revenue per available seat. The role of information technology with specific reference to customer profiling and Customer Relationship Marketing Management will also be reviewed.

SCI 1162 Cleaning Science and Stewarding

This course is designed to ensure that students develop an understanding for the importance of the stewarding function within a food and beverage production area. The students will develop skills that will assist them in selecting equipment, materials and supplies to work effectively and safely. The students will examine cleanliness, health, safety, waste management, pest control and food hygiene. They will also be initiated on the foundations of running an eco-friendly operation by applying the basic principles of sustainability.

TRM 1186 Introduction to the World of Hospitality

The aim of this course is to help students' understanding of the origins, developments and the required attitude for a successful career in the Hospitality industry. It will cover two fields of study; the first will distinguish the various company styles and explore the world of hotels and restaurants. The second will allow the students to have a better understanding of the organization of a hotel and its departments. The course will be based on theoretical knowledge of the industry. Students will put theory into practice by researching hotels and present a hotel in class. The project and in-class exercises will allow students to explore the wide world of hospitality and look for career opportunities within this exciting industry.

TRM 4187 Tourism Studies

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

Specialization:

International Hotel Management with Entrepreneurship

FIN 4176 Financial Management

In this course students will examine the role of accounting within businesses and examine their sources of finance for both SMEs and PLCs. The students will identify the risks in the operations of the company, mainly risks relating to cash flow and gearing and be able to explore the measures to reduce these risks. In addition the student will examine pricing, CVP and costing in a marginal costing environment. Additionally, students will learn the main Capital Budgeting techniques. Students will also explore the nature of working capital.

RDM 4136 Business Planning

A course that integrates and applies the full range of planning techniques studied within a hotel business project. Strategic marketing choices are linked to the financial objectives of a company, and various operational clusters affected by the plan are identified and developed into

action/tactical projects. The course involves the application of strategic marketing techniques such as Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis, the appreciation of the financial repercussions and operational and related human resource issues.

RDM 4138 Project and Contract Management

Students taking this course will learn how to define and confirm project goals and objectives, identify how these goals will be achieved, be able to quantify the resources needed and determine timelines for completion and draw up budgets. Students will also learn how to manage the project through its various stages of implementation, understand the importance of controls in to ensure compliance of performance to the plan. Students will also be able to use Project Management software in their course work.

Allied closely to the project is contract management. Contracts continue to be the foundation of business relationships, organizations need to implement effective contract management practices to avoid risk and achieve optimal outcomes. This course also provides the student with the knowledge and skills to successfully manage and execute the contracting process.

International Hotel Management with Marketing

MKT 4183 Integrated Marketing Communications

This course is designed to develop students' understanding of the formulation and implementation of integrated marketing communications plans and associated activities. The course draws heavily on case study materials which enables students to appreciate and manage marketing communications within a variety of different contexts. The course enables students to be aware of the processes, issues and vocabulary associated with integrated marketing communications in order to make a contribution within their working environment both with internal and external audiences. This course will also introduce the fundamentals of hospitality on line communication and Social Media Optimization.

MKT 4185 Hospitality Distribution and E-Commerce

This course is designed to give students the required skills and knowledge to understand internet-based marketing distribution channels for the hospitality industry. Students will explore basic applications of E-commerce as well as evolving E-commerce ideas and concepts.

MKT 4186 International Strategic Marketing

The aim of this course is to enable students to understand, and put into practice, the strategic decision making process in a complex international environment. The final outcome is to develop coherent strategies for a given hospitality business.

International Hotel Management with Finance

FIN 4171 Performance Management

The aim of this course is to develop in the student an understanding of knowledge required and the techniques available to measure, analyze and manage business performance within organizations. The course considers performance management from three broad and overlapping perspectives: planning and decision making; measuring performance and managing performance.

FIN 4173 Financial Management for Decision Making

This course is designed to give students exposure to the role of the financial manager in a business enterprise. Students will gain a working knowledge of the tools of financial analysis including financial statement analysis, time value of money, valuation of stocks and bonds, risk and return, interest rates, capital budgeting, cost of capital estimation, and working capital management. The students will also examine the implications of management buy-outs, mergers and acquisitions. Although the primary focus of the course is on corporate financial management, the knowledge gained in this course can be directly applied to financial management in the service industry at all levels.

FIN 4176 Financial Management

In this course students will examine the role of accounting within businesses and examine their sources of finance for both SMEs and PLCs. The students will identify the risks in the operations of the company, mainly risks relating to cash flow and gearing and be able to explore the measures to reduce these risks. In addition the student will examine pricing, CVP and costing in a marginal costing environment. Additionally, students will learn the main Capital Budgeting techniques. Students will also explore the nature of working capital.

International Hotel Management in Event Management

EVM 4166 Corporate Events & Business Travel

Corporate Events & Business Travel is a fast-expanding sector of the travel and tourism industry. They are diverse, dynamic, lucrative, and a feature of modern life. Management from the supply side face many challenges in organizing and meeting the needs of the specialized segments embraced in this field. This course seeks to develop an understanding of the complexity of the market segments within the broader sphere of the different types of events and to establish a framework for the evaluation of the needs of these groups in order to respond to the continuing challenges involved in managing and planning for the different market profiles. Hence, this course seeks to deepen students' understanding of the Corporate Events & business travel market (Meetings, Incentive Travel, Conferences, Corporate Hospitality and Exhibitions) and investigate the principal stakeholders (buyers, suppliers & intermediaries) in an analytical manner providing both theoretical and practical context.

EVM 4167 Event Operations and Project Management

As events become more sophisticated and increasingly important for many businesses (private, public, and not-for-profit) the need for effective project planning and management is now of paramount importance to the overall success of the event. The overall aim of this course is to produce professional event managers capable of making effective and efficient project management decisions. The course provides the academic knowledge, business understanding, project management techniques and the ability to integrate these with an appreciation of the usefulness of appropriate project management software. On completion of the course, students will be able to identify the potential for business work to be accomplished through the use of projects and project management in an environment constrained by time, cost and quality. This module aims to explore the key components in effective human resource management, project planning, operations and management and the role it plays in creating a successful event. The course will expose students to the unique nature of event project management operations and it will highlight the rise of the contemporary project-orientated events organizations.

GEN 4120 Theatre Studies and Drama

This course introduces students to the world of theatre and develops their appreciation for the theatrical arts by examining the process of theatre-making from a variety of perspectives. A strong emphasis is placed on understanding the performing arts in their historical and cultural contexts as well as recognizing the qualities of live performance.

The course is both practical and theoretical and will equip students with the skills necessary to construct and prepare a performance as well as to evaluate and criticize a piece of theatre.

International Hotel Management with Innovation and Sustainability

GEN 4161 Environmental Studies

This course concerns the impact of human activities on the environment, and, increasingly, the impact of the natural and built environment on human 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, these are all the consequences of human activity. This includes issues of population dynamics and varying national birth rates, human needs, of social, economic and environmental impacts and the international legal framework that binds them together. The student gains a deeper understanding of environmental pressures in the modern world.

RDM 4149 Sustainable Business Practices

Organizations that measure their success by more than profit alone can benefit from long term gains for stakeholders, the environment and the community. Whilst short-term business survival cannot be ignored, this course will explore sustainable business practices and analyse its application and outcomes to the hospitality industry.

RDM 4150 Innovation in Hospitality

The capacity to innovate, that is, the potential to adopt and use new technologies in the productive and management process (Eatwell et al., 1987), is increasingly seen as a factor in determining competitiveness. Innovation enables service differentiation and increasing financial benefits.

Galloj and Weinstein (1997) distinguish two degrees of innovation: radical and incremental, both depending on the industry setting.

Innovation is not only restricted to technology but also identifying and applying new trends for the industry such as new hotel types or service innovations.

International Hotel Management with Health and Wellness Management

SPA 4201 Spa Management

This Course emphasizes all the necessary tools to the practical of daily Spa Operations and offers a perspective of the key areas of Spa Management: Operational aspects, Human Resources, Marketing, Finance.

A specific emphasis on the issues related to staffing and training within the peculiarities of Spa businesses will allow students to develop appropriate solutions for better communication and the management of conflicts and delicate situations.

It develops an understanding of the role the Spa can have in today World of stress and efficiency. Understand and manage the particular relationship (emotional, psychological and physical) created in the Spa for the customer. It introduces to a wide variety of Spa treatments and techniques to be able not only to create Spa Menu but also effective Marketing plan.

SPA 4202 Spa Concepts and Design

The course explores the history & philosophy of Spa, and gives a comprehensive foundation of the various combinations and types of Spa. It differentiates between Balneology Hydrothermal, Thermal, Hotel Spa, Clinics and Spa Medicine, Anti-Ageing/Aesthetics Spa, and Holistic/Spiritual Spa. Health tourism is revisited, making a conceptual link between wellbeing, Spa and health tourism. This course also provides a critical and strategic connection between various artistic styles that have impacted the design of SPA. The course concludes analyzing the principles of sustainable and environmental developments linking them to the general corporate social responsibility challenging the Spa business today.

GEN 4125 Healthy Lifestyles

This course looks at nutrition, lifestyle and environmental issues and what we each can do to improve our own health and the health of our planet.

The links between our diet and health are examined, seeking evidence for what kinds of foods can be considered essential for good health. Students also investigate the importance of the effects of exercise and drinking alcohol or smoking on our health. How can what we eat and how we treat our bodies affect the quality of our life?

Wider questions concerning the impact of our modern lifestyle on the environment and what the hospitality business is doing in this area are also considered.

B. BACHELOR OF BUSINESS ADMINISTRATION IN GLOBAL HOSPITALITY MANAGEMENT

Semester 1:

FIN G172 Purchasing and Control

This course aims to explain and illustrate the procedures applied in the purchasing and control of inventory. Students will gain a working knowledge of the various methodologies employed in recording and summarizing information pertaining to the purchase and sale of products and services. Students will also be able to explain the application of internal control principles for purchases, cash receipts and disbursements for the hospitality industry. Contemporary theories and concepts in relation double entry accounting will provide students with a solid foundation to build upon.

RDM G128 Rooms Division Operations

Four main components make up this course – Rooms Division (Front Office and Housekeeping) Operations, customer care, applied front office techniques and housekeeping technical operations. 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 co-operation 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 and Housekeeping. These skills will be developed in the classroom and the practical reception area and housekeeping operations.

SCI G162 Cleaning Science and Food Hygiene

This course is designed to ensure that students develop an understanding for the importance of the stewarding function within a food and beverage production area. Students will develop skills that will assist them in selecting equipment and materials to work effectively. Students will examine cleanliness and food hygiene. The physics and chemistry of cleaning supplies and equipment will be discussed. Students will analyse waste removal, cleaning schedules, supplies and contract cleaning. Food hygiene exposes students to the importance of correct food handling by understanding microbiological systems. Practical and theoretical knowledge will underpin safety and hygiene routines in work. The advantages and disadvantages of the types of materials to the floor. The covering will be explored right floors to the right place, and the different methods of cleaning.

TRM G186 Introduction to International Hospitality Business

The diverse and complex nature of the International Hospitality Business is examined in which students are introduced to the basic structure and functions of hospitality service organizations. The most successful hotel managers in today's world tend also to be some of the most skillful business administrators. This course gives an accurate insight into the changing global scene in the hospitality industry, focusing on the opportunities, as well as risks, associated with the exciting market. Global tourism largely drives today's hotel industry.

Semester 2:

FBS G202 Principles of Bar & Beverage Operations - Service Craft-based Learning

The course explains and examines the theoretical aspects of the bar and beverage operations. Students will acquire knowledge of both alcoholic and non-alcoholic beverages by examining the history, people and culture of well-known production regions. The course is designed to build the students awareness of the opportunities and service styles within a bar. Within an environment for responsible serve of alcohol, students will be introduced to mixology. Various beverage trends, controls and bar psychology will be analyzed. This course will be delivered in the form of lectures, classroom discussion, research, wine tastings and hands-on operation.

FBS G205 Catering and Banquets Operations – Service Craft-based Learning

Craft-based learning in food and beverage offers students foundation level skills knowledge. Students are prepared to work effectively and efficiently in teams to provide timely and appropriate food and beverage in a high volume, buffet service, all-day dining restaurant. Demonstrations, simulations and practical activities performed by the student will familiarize them with aspects of service techniques on a high paced environment. During this rotation, students will also have exposure to a Banquet-style operation during lunch time acquiring all related knowledge to the most profitable department within the food and beverage.

FBS G207 Fine Dining, Casual and Fast Food Operations – Service Craft-based Learning

This course covers practical and theoretical knowledge relevant to these three service types and styles used in international hospitality operations. It examines, analyses and differentiates the nature of good service depending on the food and beverage concept of the restaurant. The course will ensure that the students appreciate and are able to select the appropriate service techniques, menu, restaurant organization, staffing levels and organizational structure of the outlet based on their respective target market industry.

FIN G271 Business Mathematics

In order for the student to be successful in a business environment a good level of mathematical competence is required. This course is designed to bring all students to this required level of understanding by improving their mathematical skills and introducing them to quantitative reasoning processes as they relate to the hospitality industry and the wider business world. Essential functions and numerical relationships are reviewed and applied through extensive exercise work.

RDM G230 Rooms Division 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 also discussed to provide a foundation for the new manager. At the same time, the students will be also introduced to the manual guest auditing system and to the Property Management System: Opera. At the end of this course, the student will have a general understanding of the use of a Guest Ledger and of a computerized Front Office system.

Semester 3:

CUL G316 Craft-based Learning Kitchen

The course offers the student basic skill development in order to prepare food. Students will develop skill in all major cooking methods using proper hygiene standards, energy conservation and waste management.

The student will learn to appreciate quality and gain an understanding of raw materials

The course is designed for students to work in teams or individually to produce quality food in an effective and efficient way. Students are exposed to the main food concepts in the production of food ranging from “modern free flow concept” to a la carte, “fast food” and “classical banquet” production.

The kitchen working environment will provide the students with the opportunity of learning the proper use and handling of kitchen equipment. Planning and supervisory skills are developed through the division of work.

The practical class activities will foster skills in prioritizing, time management and will develop the students’ creativity.

The student will learn to follow procedures and instructions. It will encourage them to develop their own sense of responsibility and leadership. The theoretical knowledge learned is based on industry relevant requirements and will assist students selecting and combining ingredients correctly.

CUL G319 Craft-based Learning Pastry

This course is designed to give students an understanding of pastry and bakery operations. Students will learn to follow recipes and understand the need to be attentive to the sights, sounds and smells of the pastry and bakery kitchen.

Practical classes will develop understanding of ingredients, equipment and machinery, basic techniques, physical and chemical reactions during processing.

Through demonstration, briefings, group work and individual assessments during practical work, students will develop self-sufficiency, communication skills, creativity and team spirit.

Through observation and practical work, students will develop team-leader communication skills and a sense of team spirit.

CUL G322 Culinary Concepts

This subject develops an understanding for specific culinary concepts as:

Kitchen Concepts develops kitchen managerial skills, incorporating kitchen design, outfitting, organization, and control. Kitchen and brigade organization is differentiated. Heating and cooling are considered in choosing equipment options for various applications, and the chemistry of food is discussed with reference to heating and cooling systems.

Convenience food systems are detailed. Safe and unsafe working environments are analyzed prior to the execution of a kitchen design plan. Energy awareness and grey energy are discussed and demonstrated.

Menu Planning provides the bases needed for practical application in the industry.

The study of menu planning incorporates culinary knowledge, food science elements and cooking techniques. Information technology tools are introduced and practiced.

Knowledge and skills to effectively plan menus considering the constraints and variables in the food and beverage outlets are developed.

FIN G373 International Accounting

Financial understanding is an essential element in a hospitality manager's range of required skills. The student is introduced to the basic accounting practices, concepts and branches and the production of financial statements within the Uniform System of Accounts format is examined. As the student becomes familiar and comfortable with the income statement and the balance sheet, various forms of analysis are introduced and practiced through exercise work. The control of acquisitions of the hospitality operation is examined and the student becomes aware of hospitality inventory and cost control systems. Actual financial statements from hospitality operations are introduced to the student and various forms of ratio analysis are applied as the student begins the process of using these documents to assist in the business decision-making process.

MKT G382 Hospitality Marketing

This course offers a thorough grounding in Marketing Management. Starting from the idea that the purpose of marketing is to deliver value to the consumer, the course begins with the examination of marketing as a strategic business function. We then progress through an analysis of the business environment and how to determine products and services we might profitably offer our customers. The middle part of the course deals with the three key concepts of segmentation, targeting and positioning. Next, we explore the components of marketing mix. The final section of our course deals with branding and consumer buying behavior. All of these concepts will be illustrated throughout the course with examples and case studies from the hospitality and tourism industry.

Semester 5:

FBM G596 Food & Beverage Management

This course distinguishes restaurant and institutional catering from hotel food and beverage and analyses organizational, operational and financial aspects of modern food and beverage operations. The students discuss labor cost control systems and interpret feasibility studies on an introductory basis. Food and beverage operating budgets are reviewed. The course places an emphasis on the banqueting and catering market.

MIS G594 Management Science

This course covers building explicit models for analysis and managerial decision-making. Students will solve problems in workforce scheduling, production planning, task assignment, transportation, capital budgeting and other decision analyses, by applying appropriate modeling techniques using Excel worksheets and the Solver.

RDM G534 Revenue & Pricing Management

Revenue management is a systematic and formal process that assures you "sell the right product to the right customer at the right price for the right time" (Robert G. Cross 1997). It can also be described as a form of demand management and variable pricing thus proving to be a major weapon for service industries, maybe even offering critical advantage over their fellow competitors. The objective of this course is to teach tactics and strategies of effectively managing a hotel's rates and capacity. Hospitality Rooms Division and Food & Beverage departments' areas will be the emphasis of class discussions. Rooms' discussion topics will include overbooking, product inventory control, duration control and forecasting techniques. Food & Beverage discussion topics include menu engineering, operations analysis and capacity management with the intent of maximizing revenue per available seat. The role of information technology with specific reference to customer profiling and Customer Relationship Marketing Management will also be reviewed.

RDM G539 Corporate Events and Business Travel

Corporate Events & Business Travel is a fast-expanding sector of the travel and tourism industry. They are diverse, dynamic, lucrative, and a feature of modern life. Management from the supply side face many challenges in organizing and meeting the needs of the specialized segments embraced in this field. This course seeks to develop an understanding of the complexity of the market segments within the broader sphere of the different types of events and to establish a framework for the evaluation of the needs of these groups in order to respond to the continuing challenges involved in managing and planning for the different market profiles. Hence, this course seeks to deepen students' understanding of the Corporate Events & business travel market (Meetings, Incentive Travel, Conferences, Corporate Hospitality and Exhibitions) and investigate the principal stakeholders (buyers, suppliers & intermediaries) in an analytical manner providing both theoretical and practical context.

Semester 7:

DIS G709 Dissertation

Students are required to produce a dissertation of 10,000 words. Prerequisites to this course include the submission of a dissertation research proposal in the GB 5 semester. After a proposal is submitted and approved, a supervisor is allocated in GB 7 to guide the student 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.

FIN G776 International Finance

This course is designed to give students exposure to the role of the financial manager in a business enterprise. Students will gain a working knowledge of the tools of financial analysis including financial statement analysis, time value of money, estimation of rates of return and cost of capital, as well as capital budgeting appraisal techniques. Students will also examine foreign exchange theories, risks involved with international finance setting and ways to mitigate them.

MKT G786 International Strategic Marketing

The aim of this course is to enable students to understand, and put into practice, the strategic decision making process in a complex international environment. The final outcome is to develop coherent strategies for a given hospitality business.

RDM G736 Innovative Hospitality Start-ups

A course that integrates and applies the full range of planning techniques studied within an innovative business start-up project. Strategic business planning techniques are linked to the idea generation, feasibility analysis, financial planning, market research and development of various operational areas into related action / tactical reports. The course involves the development of a sales pitch and a complete business plan for relevant internal/external stakeholders.

RDM G738 Project and Contract Management

Students taking this course will learn how to define and confirm project goals and objectives, identify how these goals will be achieved, be able to quantify the resources needed and determine timelines for completion and draw up budgets. Students will also learn how to manage the project through its various stages of implementation, understand the importance of controls in to ensure compliance of performance to the plan. Students will also be able to use Project Management software in their course work.

Allied closely to the project is contract management. Contracts continue to be the foundation of business relationships, organizations need to implement effective contract management practices to avoid risk and achieve optimal outcomes. This course also provides the student with the knowledge and skills to successfully manage and execute the contracting process.

TRM G787 Sustainable Tourism

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

C. POSTGRADUATE DIPLOMA

FBM P196 Food and Beverage Operations Management

Distinguishes restaurant and institutional catering from Hotel Food and Beverage. Analyzes organizational, marketing, operational, and financial aspects of modern food and beverage outlets. The banqueting and catering markets are spotlighted. The student is exposed to various concepts of hotel food and beverage outlets, and free standing restaurants. Relevant systems for planning and design, service production, F & B cost accounting, and labor cost controls are discussed and applied. Managing capacity and menu analysis are introduced. Providing service excellence is discussed and managing quality highlighted.

FBM P197 Events Management

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

FBS P101 Food Production and Service Operations

Craft-based learning in food and beverage service techniques offers students practical skills and theoretical knowledge. Practical work fosters skills in communication, organization of work, and personal presentation. Craft-based learning develops technical skills, knowledge of procedures, and a sense of responsibility, self-discipline and leadership. The course will be delivered in form of demonstrations, lectures, practical applications, group work and discussion.

The course is an essential foundation for events management in semester 2.

FIN P172 Hospitality Finance

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.

HRM P177 Hospitality Human Resources

HRM P177 explores fundamental issues related to the principles of supervisory management, based on the characteristics of the hospitality industry. It is intended to familiarize the learner with practical human resource managerial competences that focus on the service industry. Students develop theoretical concepts combined with practical team work which builds transferrable skills to enable the effective management of people in the hospitality industry.

MKT P182 Services Marketing

This course offers a thorough grounding in Services Marketing, and hospitality in particular. Starting from an understanding of the major differences between service and product marketing it investigates concepts such as: understanding the consumers' needs, service delivery and quality issues, customer satisfaction and customer relationship marketing, and communicating with customers. All of these topics are examined within a strategic framework of today's competitive world.

RDM P126 Rooms Division Operations

This course introduces the students to Rooms Division daily operational procedures occurring at all stages of the Guest Cycle. Focus is placed on the staffing and training requirements necessary to deliver guest satisfaction and financial gain for the hotel. Students will have the opportunity to develop practical knowledge and skills required of Front Office and Housekeeping staff.

RDM P130 Rooms Division Management

Managing a Rooms Division department is highly complex. This course prepares the student for the challenges of organizing and managing Rooms Division within international hospitality establishments. Highlighting the roles of Front Office Manager and Executive Housekeeper, the course considers advanced managerial concepts relating to planning, staffing, security, safety and cost and revenue control of a Rooms Division operation and provides a foundation of essential knowledge for the future manager.

RDM P134 Yield and Revenue Management

The objective of this course is to teach Rooms and Food & Beverage departments' tactics and methods of effectively applying revenue management principles with the overall goal of maximizing revenue. Hospitality Rooms Division and Food & Beverage departments will be the emphasis of class discussion. Room discussion topics will include overbooking, product inventory control, duration control and forecasting techniques. Food & Beverage discussion topics include menu engineering, operations analysis and capacity management with the intent of maximizing revenue per available seat. The role of information technology with specific reference to customer profiling and Customer Relationship Marketing Management will also be reviewed.

RDM P136 Applied Hospitality Management

The course aims to prepare the students to manage an independent standalone hotel in a simulated environment.

To prepare the students to achieve their goals the course uses knowledge gained in all other subjects of the post graduate diploma program. The broad based knowledge and newly introduced concept will underpin the decision making process and idea implementation. By working in a set competitive environment, the students are made to analyse and reflect on their performance before consolidating or preparing a new set of decision in an effort to reaching organisational objectives.

Semester 2 (choices):

RDM P131 Sustainable Facilities Management

Facilities Management (FM) is an interdisciplinary field devoted to the coordination of space, infrastructure, people and organization, often associated with business services functions such as offices, arenas, schools, convention centres, shopping complexes, hospitals, hotels, etc.

This course provides a background to the subject of FM with the emergent trend of sustainability to support a differentiated service.

Illustrated with examples drawn from industry, the course will prepare students to deal with facilities related questions and problems as they arise in practice.

OR

RDM P135 Entrepreneurship

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 the identification and understanding of current and developing business opportunities in the hospitality, tourism and leisure business students will implement theoretical knowledge of strategies and entrepreneurship for the creation of a business plan for a business start-up/in opening a new organization. In addition, this course will enable students to be more entrepreneurial within existing organizations and perform well when asked to lead a project.

D. POSTGRADUATE HIGHER DIPLOMA

Once students will have completed the PGD, they will attend 6 courses from the MBA. Please refer to the MBA for course descriptions.

E. MBA IN HOSPITALITY

Semester 1:

MP6010 Managerial Accounting and Performance Dashboards (Pre-MBA)

This Pre-MBA course has two areas of focus. First, it provides students with a review of the fundamentals of the accounting cycle by looking at accounting standards, the concept of double entry, the articulation of the main financial accounting statements, as well as the notion of the uniform system of accounts. Second, it explores important metrics used in the hospitality industry.

MP6012 Research Methods (Pre-MBA)

This course introduces students to the practical tools necessary for doing research at graduate level. The core principles leading the creation of scientific knowledge are reviewed and their relevancy to applied business research critically discussed. The course prepares the students to adopt a structured and logical approach to the different research activities they will conduct throughout their studies. But first of all, the purpose of this introductory course is to convince students that if well-designed doing research is a truly enriching experience.

MP6013 Communication & Leadership Presence (Pre-MBA)

This short course will equip students with some of the skills and tools necessary to better understand and manage their vocal, facial and gestural communication skills when interacting with individuals and small groups, as well as in formal, structured presentations.

MP6014 Innovation in the Hospitality Industry (Pre-MBA)

This course introduces the students to taxonomy of hospitality business innovations. Configuration, offering, experience, products, services, processes and branding innovations will be assessed in terms of their relative impact on the market and their reliance on existing technological advances. Either disruptive, incremental, game changer or as breakthroughs, these hospitality innovations will either be solutions to existing problems (forward and linear innovation) or solutions in search for problems (backward or disruptive innovations).

M6122 Strategic Marketing & Sales in the Hospitality Industry

The course offers a thorough grounding in strategic marketing. Since marketing is about identifying and meeting human and social needs in order to deliver unique value to the customer, the course begins with the examination of marketing as a strategic business function. We then progress through an analysis of the business environment and how to determine products and services we might profitably offer our customers. The middle part of the course deals with the three key strategic concepts of segmentation, targeting and positioning. Next, we explore the components of the marketing mix. The final sections will deal with branding and destination marketing. All these concepts will be illustrated throughout the course with examples and case studies.

M6126 Strategy and the Value Adding Manager

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

M6127 Hospitality Financial Management and Budgeting

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

M6128 Leadership and Organizational Effectiveness

Leadership, human-resources management and organizational culture are now widely recognized as strategic tools that work together to assure sustainable organizational effectiveness. Furthermore, in the global economy of today, a sound understanding of cultural difference is an essential part of the international manager's toolkit. In addition to bringing together core theory on leadership, culture, both societal and organizational, and HR management, this course uses state-of-the-art research and a wide range of real-life cases to provide participants with the analytical tools to develop their own leadership style, analyse cultural profiles in organizations and make strategic HR choices that ensure an optimal fit between leader vision and actual organizational functioning.

M6129 Business Modeling, Innovation and Entrepreneurship

This course introduces a linear programming and excel-based approach to applied business models and management science to seek innovation and set up entrepreneurial and intrapreneurial enterprises. Operations research will be provided to identify product mix, scheduling, simulation, decision-making, transportation, assignments and queuing forecasting models necessary to optimise existing business processes. Using Customer Journey Maps, students will then assess configuration, offering and experience innovations in disruptive or evolutionary markets and will submit a business plan to launch their business or innovation in the market.

M6132 Managing Destinations' Competitiveness

This course will discuss the issues of managing destinations. It will outline the issues of tourism management and planning as well as the image, perception and event management. It will look the demand and the supply structures, the impacts of tourism in an effort to discuss the different competitive tools available to tourism destinations areas. In short, the course will focus on the issues of planning and competitiveness both from the destination as well as from the tourism business perspective.

Choice of 2 Electives

M6123 Sustainable Development in Hospitality

The course looks at the concept of sustainability. Sustainability has a number of different dimensions ranging from to its impacts, to its development as well as to its performance. The course aims to review the case of sustainable development and to discuss its importance in the Hospitality Industry through various case studies.

M6134 Managing Organizational Development and Change

In order for contemporary organizations to maximize potential and efficiency in a globalized and constantly evolving world, change and development in organizations is inevitable. This course aims to facilitate students to develop competencies in dealing with change management and development in organizations. An introduction of fundamental knowledge and theories on organizational development and change would be provided. Students will also explore internal and external factors that drive organizational change, the types of change and how to systematically design, plan and execute these changes. Upon completion of the course, students will gain deeper insights on various frameworks of the change process, how people react to change and why change could fail at times.

M6135 Hospitality and the Digital Disruption

Today's society is becoming more and more digitalised. Business models and practices as well as consumer behaviors are profoundly affected by the rapid and continuous adoption of new technologies. This constant and technology-driven acceleration radically changes the competitive landscape of well-established industries. This course reviews the mechanisms of this potentially disruptive process and analyses its impact on the global hospitality industry in terms of challenges, risks and opportunities.

M6136 Global Political Economy

This course aims at providing with a sound understanding of the relationships between political systems and economics in a global setting. Initially, the main theories of global political economy are explored, followed by a historical review of global trends in economy. Having established these foundations, the course focuses on analyzing five topics: international trade, transnational production, international finance, economic development and global environment.

Semester 2:

M6125 Uncertainty, Data Analytics & Critical Thinking

Good business decisions are based on information interpreted through valid and clean data. This course is designed to provide students with the necessary tools for collecting, analyzing, interpreting and presenting data needed for business decisions. A variety of statistical tools will be examined that can be used to assist managers in the decision making process.

M6242 Hospitality Demand Management

The course aims to enhance students' knowledge and understanding of the concepts, the principles and the implementation of revenue management in hospitality and tourism related firms, such as hotels (rooms division and F&B), restaurants, spas, casinos, airlines, cruises, events and sports companies, golf courts etc. Revenue management is defined as the process of "... selling the right product to the right customer at the right price for the right time" (Kimes, 1998) and it is widely advocated as a strategic necessity for all service companies. Revenue Management strategies require the simultaneous management of two major issues: demand (pricing) and capacity (service duration) management. Thus, the demand course aims to develop students' critical and analytical skills in terms of the management of these two dimensions by incorporating in the teaching & learning material and discussing several related case studies and industry examples.

M6246 Corporate Finance and Shareholder Value

Corporate finance is the study of managerial decision-making concerning investment, long term financing, and interpretation, communication of information to assist managers in fulfilling their organizational objective. The course aims to develop in the student the ability to make long term planning and financial decisions, effective controlling and achieve as well the selection of relevant information for decision making. Students are expected to be familiar with financial terminology and its real world applications.

M6248 Customer Behavior and Insights

Consumer Behavior and Insights investigates the manner in which people interact with products and their marketing environment. This can include the purchase of products (a new iPhone), the consumption of services (Disneyland), or the disposal of goods (eBay). Since we are all consumers in the market place in some form, consumer behavior can also tell us something about ourselves. As a result, consumer behavior (CB) is one of the most interesting topics in marketing. Understanding consumers enables marketers to more effectively meet the needs of buyers in the market and be more successful in the market. In this course we will study the basic factors influencing buyer behavior, the concepts used to explain this behavior, and the implications of these concepts for marketing issues. Topics include effects of motivation, learning, perceptions, attitude, personality, lifestyle, reference groups, social class, demographics, and cultural factors on buyer behavior, with emphasis upon mass communication effects.

M6251 Strategic Business Project

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

M6360 Dissertation

A Master's dissertation (a range from 18,000 to 22,000 words) is required for the degree program. It provides an opportunity for the student to work in a specific area of his/her choice in which he/she must take a leading role in his/her own learning process. The dissertation provides a mechanism for individual growth and learning, resulting in a memorable and rewarding experience. The project or problem must be of strategic significance and worthy of research at a graduate level.

Choice of 2 Electives

M6245 Managing Real Estate and Properties

Managing real estate is an essential matter for the hospitality world. This course explores the issues associated with investing in real estate in the hospitality industry. The course considers the perspective of both owners and operators in terms of investment strategies, legal considerations, financing alternatives, and investment risk and business valuations.

M6247 Investment Strategies for Financial Markets and Asset Management

The course is designed to equip students with concepts and tools to cope successfully with the ever-increasing complexity of financial instruments and markets. Students acquire a sound knowledge of the theoretical foundations that underpin modern investment and risk and asset management techniques. The program develops expertise in areas such as the management of equity and bond portfolios, trading techniques, property investment, asset liability management, the regulation and marketing of investment products and services, valuation of annuities, net present value investment criterion, perpetuities, stocks, bonds and corporate investment decisions, students will examine various theories for asset pricing and calculation of a company's cost of capital.

M6249 Luxury Branding and Lifestyle Management

This course focuses on issues of developing, managing and evaluating global luxury brand leadership and lifestyle strategies. The depth of the relationship between leading-edge brand building and customers will be explored as the foundation of on-going success and sustained equity. Next, Lifestyle management is an emerging concept where its links to the branding will be explored. Overall, the course will discover how creating a coherent luxury brand experience requires the alignment of every touch point in the organization with a customer value proposition.

M6250 Digital Marketing Planning and Strategy

This course combines established approaches to marketing planning with the creative use of the new digital marketing models and tools. It focuses on the impact of technology on strategic marketing decisions and integrates sound marketing principles, technology and good business practices in a way that delivers products and services to customers efficiently online.

M6256 Hospitality Business Transformation and Integration

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

F. MASTER IN HOSPITALITY LEADERSHIP

Semester 1:

M6126 Strategy and the Value Adding Manager

Driven by the globalization of trade, financial flows, transportation and the digitalization of exchanges, the international hospitality industry has evolved into complex systems linking activities such as distribution, branding, management, real estate ownership and financing. In such an environment, hospitality companies have espoused singular strategies that have shaped their boundaries and changed the sets of relationships

governing the industry. This course provides an overview of the current strategic orientations of hospitality firms, and of the consequences of major trends on the past and future of the industry. Classic strategic theories and frameworks will be introduced and reviewed, and their application to the industry discussed. The idiosyncratic characteristics of the industry will be highlighted in this context.

M6130 Introduction to Hospitality Leadership

This course gives an overview of the different styles of leadership and how leadership plays out in social interactions. It will enable students to understand and analyze the different elements that make a good leader such as personality traits, behaviors, and skills, as well as motivational factors. Students will be encouraged to reflect upon their own communication skills and leadership potential. Emphasis is placed on the importance of learning in the workplace as a means of enhancing managerial and leadership effectiveness.

M6131 Managing Culture in Organization

Adopting a multi-level approach to cultural influence, this course introduces participants to key theories and models of cultural difference at the societal, organizational and individual levels. These models are used firstly to develop an understanding of the different ways in which we can assess the impact of societal and organizational culture on management values and practices and, secondly, to predict key employee-related outcomes via mechanisms of cultural fit versus misfit and employee need satisfaction.

M6132 Hospitality Financial Management

Financial knowledge and understanding is essential for managers in the hospitality industry. This course is divided into three specific parts. It first explores the fundamentals of financial accounting, focusing on the financial statements. It then looks at management accounting issues such as costs identification, cost-volume-profit analysis, full costing and activity-based-costing analyses, pricing issues, as well as the preparation and use of budgets. Finally, it assesses different capital budgeting tools and their applications in investment decision making process.

M6133 Research Methods

This course is designed to provide graduate students with a framework for academic and applied research. It first explores different research paradigms and approaches. It then evaluates research strategies and their relevancy for the hospitality and tourism industry. The course finally reviews different research instruments, their administration as well as techniques to present and analyze research findings.

Semester 2:

M6241 Strategic Management

This course provides an opportunity for students to explore corporate planning techniques and to build on the practice of strategic management. A major objective of this course will be to analyze the hospitality industry environment and to examine the main strategies used by the most important hospitality companies. Cases studies and examples will be used to study complex strategic issues with the hospitality world.

M6252 Leading with Innovation and Creativity

Innovation is not only a technical outcome, it is also a process where challenges and changes are acceptable features of the work environment. Establishing and encouraging an innovation-focused atmosphere requires flexibility on the part of management with regards to existing organizational procedures as well as having trust in the intentions and initiatives of employees. Students in this course will address a concept of creativity as a skill which the work environment can encourage and support and not as a special attribute of a few gifted employees. In addition, students will examine the challenges of establishing business processes and attaining corporate goals through the imagination and interest of creative employees. They will also have the opportunity to explore the management competencies that initiate and support organizational innovation.

M6253 Managing Conflict and Negotiations

This course provides an in-depth focus on different types of conflict as they manifest at the intrapersonal, interpersonal and intergroup level. Participants develop the capacity to analyze core causes of conflict and factors that influence the evolution of a conflictual situation, as well as to track the evolution of a conflict and to apply appropriate methods of conflict resolution by means of the application of theoretical principles to a wide range of conflict situations set in business, political and social contexts. The dynamics of negotiation situations and practical negotiation techniques are studied and, through the use of hands-on exercises, simulations, video-analysis and interactive presentations, participants learn the skills of successful negotiation.

M6254 Leading Organizations

This course gives an overview of the different leadership models. It addresses the concepts of global and ethical leadership as well as cross-cultural leadership from a number of organizational perspectives. It will enable students to understand the implications and challenges faced by leaders operating in a global context. Students will be encouraged to reflect upon their own social and emotional skills and leadership potential. Emphasis is placed on the importance of implementation and application to the workplace.

M6255 Applied Research Project in Hospitality Leadership

In this course, students will have the opportunity to apply the skills and knowledge that they have learned in the program to real-world problems. More specifically, students will work in groups on management issues presented by hospitality companies. The process is comprised of the

following steps: 1. The “client”, a hospitality company, present a management problem to the students at the beginning of the second semester; 2. Students research the problem during the semester designing appropriate strategy, using relevant research instruments, and critically evaluate the research findings; 3. At the end of the semester, students present the outcomes of their research and their solution to the client.

M6361 Dissertation

A Master’s dissertation (a range of 18,000 to 22,000 words) is required for the completion of the Master in Hospitality Leadership. It provides an opportunity for student to work in a specific area of his/her choice in which he/ she must take a leading role in his/ her own learning process. The dissertation project provides a mechanism for individual growth and learning, resulting in a memorable and rewarding experience. The project, which will explore a leadership issue in the hospitality industry, must be of strategic significance and worthy of research at a graduate level.

G. INTENSIVE ENGLISH, INTENSIVE ENGLISH LANGUAGE AND SERVICE (FOR ACADEMIC CLASSES)

ENG E34 Writing Skills

This course provides a foundation of academic and business writing skills for non-native speakers of English. The course covers key aspects of planning, writing, vocabulary and grammar. Practice of letter writing, essays, discursive compositions, reports and articles develop the students’ skills and knowledge in the use of appropriate style, content and register. Written exam technique is practiced regularly with a focus on comprehension.

ENG E35 Use of English

This course remedies grammatical weaknesses in spoken and written English. Emphasis is placed on explanations and intensive practice of a variety of grammatical points, such as tenses and word formation. Students also work through a range of exercises, to give them the examination skills required.

ENG E39 English Skills

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

ENG E42 Reading Skills

This course focuses on reading skills aimed at an intermediate/upper intermediate level. Students will be trained in skimming for gist, scanning for specific information and intensive reading and will be exposed to a variety of texts of different styles and registers.

Exam techniques are practiced regularly.

ENG E43 Tourism and Culture

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

ENG E44 Listening Skills

This course encourages students’ accuracy, fluency and confidence in aural skills through recognition and understanding.

Exam technique is practiced regularly. Students are exposed to a variety of sources and contexts of language, including songs, to encourage comprehension and recognition. Vocabulary building is integrated into all activities.

ENG E46 Integrated Course

This course develops and consolidates grammar, vocabulary and all skills needed for CEFR B2 level (FCE).

ENG E131 English Skills 1

This course aims to equip students with the general language skills required at an Upper-Intermediate level. Students’ grammar and vocabulary skills are developed through all the skills (reading, listening, speaking and writing) and the course prepares students to express themselves more confidently and accurately in various situations they are likely to come across in the real world.

ENG E132 English for Hospitality

This course aims to reinforce the language skills developed in the English Skills 1 course and will give students more teaching and practice of these skills related to various contexts of Hospitality. Students will work on role plays, professional letter writing, speaking activities, article writing, reading hospitality related materials.

ENG E133 Listening & Speaking

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

ENG E134 Reading & Writing

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

ENG E136 Hospitality Projects

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

ENG E137 English for Academic Study

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

ENG E140 Culture and Tourism

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

H. GENERAL EDUCATION

Arts and Humanities

GEN 1105 Community Service

The aim of this course is to help students understand the importance in contributing to the community benefits by achieving determined tasks and taking responsibilities. It covers different areas of the School such as the Library, the building maintenance, the school restaurants, the housekeeping sector. The course will be based on practical application of instructions and demonstrations given by the supervisors.

GEN P132 Business and Academic English

This course aims to equip students with the academic skills in English necessary for study at Post Graduate level as well as introducing students to general business topics they are likely to come into contact with and build related vocabulary. Reading strategies for more effective academic study are developed as well as students' English skills in grammatical and vocabulary areas. The course develops process writing skills (generating and organizing ideas, planning, drafting and reviewing students' own writing) as well as building confidence in presentation skills needed for further study.

GEN 1133/GEN G133 Effective Writing

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

GEN 1134 Professional English

This course helps students to improve their skills and develop confidence in using international English in their studies and their future careers. Students will review grammar and language structures and expand their business and professional vocabulary. Activities will focus on ways of writing more clearly using appropriate style.

GEN 1135/GEN G135 Academic English / Academic Writing

Writing is both a skill and a process of discovery and this course treats writing as a purposeful communicative act involving a writer, an audience and a text.

GEN 1135 approaches writing in terms of traits and practices that contribute to effective writing: structuring paragraphs, idea & thesis development, organisation, register & conventions. A variety of writing strategies are examined and practiced along with basic research skills,

summarising & paraphrasing information and essay format. The importance of academic writing and presentation skills to complement the overall curriculum is stressed.

GEN 1146/ G146/ G246/ P146/ 1149/ P149/ 1153/ G153/ G253/ P153/ 3155/ 3152/ G152/ G252/ P152 French 1/ German 1/ Spanish 1/ Italian 1/ Mandarin 1

This course introduces basic language emphasizing oral proficiency and communication skills. Students will participate in basic conversations on familiar subjects, interacting in a simple way, provided the other person talks slowly and clearly. They will be able to understand short texts and instructions.

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

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

GEN 2133 Advanced Writing Skills

This course prepares the student for the more advanced writing skills required in the overall curriculum. Students develop effective writing skills, preliminary research methods, referencing techniques and the creation and writing of associated documents such as reports and PowerPoint presentations. Throughout the course students build upon strategies acquired in Academic English and strengthen their skills in referencing, quoting, summarising, paraphrasing and organisation. Through class and group discussions, students' vocabulary is expanded, and speaking skills are developed to improve confidence in communication.

GEN 2134/ G234 Effective Communication

Students identify significant factors contributing to effective communication and apply this knowledge to improve their skills and accuracy in speaking and writing in English and in developing their interpersonal skills. Emphasis is placed on identifying the purpose of the communication (what the sender wants to achieve) and selecting and practicing language and formats appropriate to various contexts.

GEN 2147/ G247/ P147/ 2150/ 2154/ G254 French 2/ German 2/ Spanish 2

This course reinforces and extends language learned 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 achieve further competence in language at level A1 and begin to develop some elements of level A2 of the Common European Framework of languages (CEFR).

GEN 3148/ G348/ 3151/ 3156/ G356 French 3/ German 3/ Spanish 3

This course reviews and extends grammatical structures from level 2 and gives students the possibility to talk about their past habits and their previous experiences, and to develop skills for making a simple and direct exchange of information on familiar and routine matters.

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

GEN 3149/ 3158 French 4/ Spanish 4

This course reviews and extends language from level 3, introducing more complex grammar concepts, emphasizing spoken proficiency and developing confidence in writing. 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 about experiences, events, dreams, hopes and ambitions.

Students continue to develop language skills at level A2 and will move towards level B1 of the CEFR (Common European Framework of Reference for Languages).

GEN G257 Mandarin 2

This course is for students who have already successfully completed Mandarin I and possess some formal knowledge of both Mandarin language and Asian culture. The goal of the course is to enable students to have a stronger command of Mandarin by improving pronunciation, increasing their vocabulary, and getting a better grasp of grammar. The course is based on the communicate method in order to make speech more fluent and natural and to enhance the ability to live and work in China and Asia altogether. Therefore, cultural learning is a key piece of this course and discussions between low and highly complex cultures and traditions will take place. The course will also cover the global business environment and cultural diversity of West and East.

GEN 4112 Words and Images: making the words move

This course is designed to develop the students' awareness of different styles of literature in the English language. The study of various texts will give the students the knowledge and skills to effectively compare, analyze and evaluate different pieces of literature, with reference to plot and characterization as well as other literary devices. Students will also produce a portfolio of creative writing pieces exploring these devices. Throughout the course, students are encouraged to reflect on their own critical practice and to become sensitive to the cultural contexts in which texts are produced and read.

GEN 4114 Principles of Philosophy: critical thinking

By focusing on the evolution of central philosophical ideas of the west from sixth century B.C.E., this course proposes to explore how everyday thinking can be directly linked to the puzzles and questions that philosophers have tried to unravel for centuries. Students will use critical analysis and philosophical tools to consider such issues as; What do we know? Do we always remain the same? What ought we to do? All in an effort to promote the journey of self-discovery, to "...enlarge our thoughts and free them from the tyranny of custom...".

GEN 4115 Advanced French and Literature

This course will try to cover a specific theme relevant to the French literature but also relevant to other literature. The theme will be chosen at the beginning of the semester by the teacher.

Different types of texts will be used such as novels, plays and poetry and these texts will be analyzed and discussed according to the chosen theme.

GEN 4116 Contemporary History

Contemporary History examines some of the important political, social, cultural and intellectual developments that have shaped the development of recent world civilization. The 20th century is of particular importance in history as it saw development and destruction at an unprecedented level.

The study of history is not just to establish facts and place events on a timeline but also to search for new interpretations of the past. The use of primary sources will enable students to glimpse events in the past from different viewpoints.

GEN 4120 Theatre Studies and Drama

This course introduces students to the world of theatre and develops their appreciation for the theatrical arts by examining the process of theatre-making from a variety of perspectives. A strong emphasis is placed on understanding the performing arts in their historical and cultural contexts as well as recognizing the qualities of live performance.

The course is both practical and theoretical and will equip students with the skills necessary to construct and prepare a performance as well as to evaluate and criticize a piece of theatre.

GEN 4126 Right and Wrong - Ethics and Morals in Society

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

GEN 4127 Aesthetic Expressions

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

GEN 4144 Reading between the Lines

This course is designed to offer students the opportunity to read, reflect on and share reactions to a broad selection of classic and modern short stories by well-known authors whose compelling characters, challenging subject matter, and effective use of language have influenced and inspired readers. Students will study the use of literary devices, narrative method and characterization, using critical thinking skills to compare and contrast the techniques and themes of the anthology pieces.

GEN G208 Asian Studies

An introduction to Asian Studies, designed to expose students to the major peoples and cultures of Asia. Students will be introduced to the major philosophical, religious and cultural characteristics of each region. Students will explore the Asian experience in a global context and discover the role of Asia in the 21st century.

Math, Science and Technology

GEN 1192 Mathematics and Applied IT

In order for the student to be successful in a business environment a good level of mathematical competence is required. This course is designed to bring all students to this required level of understanding by improving their mathematical skills and introducing them to quantitative reasoning processes as they relate to the hospitality industry and the wider business world. Essential functions and numerical relationships are reviewed and applied through extensive exercise work.

This course prepares the student to achieve a professional level of competence in using computer spreadsheets. By using practical exercises relative to the industry, students will become competent in using Excel.

GEN 2112/G212 Scientific Principles of Human Nutrition and Food

Basic nutrition and issues related to healthy eating will be studied to gain an understanding of the basic nutrients in food, their structure, properties and good food sources. Discussion will include appreciation of the issues relating to healthy eating and implications of dietary requirements to special groups and individuals with specific dietary needs. Students can then start to develop recipes and put together healthier menus. Current food labeling systems can be compared. Finally, diets can be nutritionally analyzed and recommendations made for improvement. The effect of cooking and processes on food components will be explored through investigation of the chemical and physical properties of food components and the effects of cooking and processing on their properties.

GEN 4125 Healthy Lifestyles

This course looks at nutrition, lifestyle and environmental issues and what we each can do to improve our own health and the health of our planet.

The links between our diet and health are examined, seeking evidence for what kinds of foods can be considered essential for good health. Students also investigate the importance of the effects of exercise, drinking alcohol or smoking on our health. How can what we eat and how we treat our bodies affect the quality of our life?

Wider questions concerning the impact of our modern lifestyle on the environment and what the hospitality business is doing in this area are also considered.

GEN 4130 Web Strategy and Design

This technical course uses a student suggested web strategy and design project to explore how the web, digital marketing, search engines, networking communications, coding and graphics are used to create and maintain an effective and secure web presence.

GEN 4141 The Science and Culture of Gastronomy

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

GEN 4161 Environmental Studies

This course concerns the impact of human activities on the environment, and, increasingly, the impact of the natural and built environment on human 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, these are all consequences of human activity. This includes issues of population dynamics and varying national birth rates, human needs, of social, economic and environmental impacts and the international legal framework that binds them together. The student gains a deeper understanding of environmental pressures in the modern world.

GEN 4168/G568 Quantitative Techniques

The ability to reason with numbers is not only important for various careers, but can be a fascinating part of intellectual development. The course intends to equip students with the skills required to interpret and understand quantitative data. We will take a broad view of how statistical techniques have developed as a means for hotel managers to make decisions. The course is effectively split into two sections: first will be covered basic statistical terminology and techniques, descriptive and inferential statistics, and probability theory and second, statistical inference, correlation and linear regression. The course objectives are to understand how quantitative methods impact managerial judgment; and sharpen each individual's cognitive capacity to deal with numbers and statistical techniques.

GEN G193 Applied IT

In order for the student to be successful in a business environment a good level of MS Office suite competence is required. This course is designed to bring all students to this required level of understanding by improving their MS Office skills and introducing them to quantitative reasoning processes as they relate to the hospitality industry and the wider business world. MS Excel functions are reviewed and applied through extensive exercise work by combining MS applications such as MS Word and MS PowerPoint.

This course prepares the student to achieve a professional level of competence in using spreadsheet application in combination with word processing and presentation tools. By using practical exercises relative to the industry, students will become competent in using Excel.

Social Sciences

GEN 2177 Introduction to Psychology

This course introduces the students to fundamental themes of psychology useful for Hotel Management. This will help the students to understand what is psychology (history, research methods), why it is important for students' development (personality, emotion, motivation, learning process, and intelligence), and how to apply it in work and social context (cultural diversity, communication). Application of these

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themes to the workplace and business context enables the students to understand better the behavior and attitudes of themselves, co-workers, collaborators, supervisors, and customers.

GEN 3199/G399 Economic

Enables students to critique and utilize economic theory at both micro and macro level. Concepts of supply, demand and elasticity are introduced, as are long run and short run costs. Different forms of competition found in the hospitality industry are then discussed and the implications of each form on price and output decisions are analyzed. The Business Cycle and the phenomena of Unemployment and Inflation are examined. Study of Aggregate Supply and Demand leads to analysis of competing theories suggesting the reasons for macroeconomic failure.

GEN 4107 /G507 Research Methods

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

GEN 4109 Principles of Sociology

Sociology is the scientific study of human societies. Sociology will be looked at from historical, comparative and theoretical perspectives, focusing on problems most relevant to present day society and exploring the forces which shape social life, the ways in which people relate to one another, the structures or patterns of these relationships, the institutions and systems which emerge from them, and the conceptual tools which are required in order to understand them. Principles of Sociology is intended to provide the students with an introduction to sociological thinking—to the basic concepts and terminology, areas of inquiry and methodologies of this discipline. The focus of this course will be applying sociological concepts to everyday life.

GEN 4113 /G713 Politics and International Affairs

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

GEN 4124 Spaces, Symbols and Relationships

We are constantly interacting, not only with other people and with the space around us but also with the objects in that space. In this course, we use critical observation to understand how and why we use space in the ways we do. We analyse the built environments we are familiar with and determine to what extent their design impacts on our behaviour.

We look at spaces and object around us and observe how these spaces are designed and used to understand the impact of design on consumer behaviour, including examining the psychology of design on commercial spaces and the symbolism of materials. This will extend to exploring how we interact in the framework of different relationships.

The course is heavily dependent on students carrying out observations and reporting their findings thus ensuring that they have understood the theories presented in class.

Drawing on students' cultural heritages, different perspectives are presented, horizons will be broadened and preconceptions might be challenged.

GEN 4143 People, Conflict and Negotiation

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

GEN 4176/G376 Organizational Behavior

The goal of this course is to help students become better employees by looking at human behavior, attitude and performance within organizational settings. This course is an interdisciplinary field drawing concepts from sociology, industrial psychology, organizational psychology. Students should acquire an insight and knowledge concerning the behavior of culturally diverse individuals and groups in work settings. Students will also develop an appreciation for how managers design their organizations and will be familiar with some problems and issues that employees and managers face on a daily basis. Students will develop their emotional and cultural intelligence in order to better understand human behavior within the organization.

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GEN G111 Cultural Studies

This course is an introduction to the study of culture in terms of anthropology and sociology. It is designed to expand the student's awareness of knowledge and skills to effectively interact with culturally diverse populations. The concepts that are essential to an understanding of culture and the different ways in which cultures have structured universal activities and institutions will be examined. The complexities of cultural diversity will be explored by reviewing the values, norms, beliefs and concerns of diverse cultural groups.

GEN G341 Gastronomy of Spain

The student develops an understanding of Regional Cuisine, historical background of Spanish cuisine, authentic products of each region and influence of the Spanish social way of life and religious celebration.

A study of influential chefs that shaped Spanish Cooking. Modern cuisine versus the traditional kitchen.

GEN G543 Leading Multi-National Teams

This course responds to the increasing demand of working in and leading multi-national teams today's global market requires. Students will learn the theoretical principles of team dynamics as well as the importance of leadership. By studying and participating with cross-cultural teams, students will learn how teams work together and perform, developing the ability to work more effectively. Major theories of leadership will be examined encouraging critical thinking on the behaviour of individuals.

Professional Development

INT 1108/ G409/ INT P108 Internship

The internship period is to provide the opportunity for the student to use and relate the theoretical and practical knowledge acquired in school to workplace practices and environment in the industry.

This online course gives an opportunity for students to develop competencies in

- ▲ Communication
- ▲ Collaboration
- ▲ Problem-solving
- ▲ Professionalism

It is necessary to complete and pass both the online and practical parts of the internship requirements to be awarded the credits.

Credit will be awarded on this basis. Individual effort which is judged to be insufficient or unsatisfactory will result in a Fail.

INT 2109/ G610 Internship

The internship period is to provide the opportunity for the student to use and relate the theoretical and practical knowledge acquired in school to workplace practices and environment in the industry.

This online course gives an opportunity for students to develop competencies in

- ▲ Communication
- ▲ Collaboration
- ▲ Problem-solving
- ▲ Professionalism
- ▲ Leadership

It is necessary to complete and pass both the online and practical parts of the internship requirements to be awarded the credits.

Credit will be awarded on this basis. Individual effort which is judged to be insufficient or unsatisfactory will result in a Fail.

INT 3110 Diploma Validation Internship

The internship period is to provide the opportunity for the students to use and relate the theoretical and practical knowledge acquired in school to workplace practices and environment in the industry. This internship allows a choice of focus consisting of either a detailed observation and study of an aspect of the operation or a detailed self-observation and evaluation of personal skills and professional growth. It also gives an opportunity for students to develop skills in teamwork, self-management, decision-making, problem-solving and managing stress.

13. BRANCH CAMPUSES & ACADEMIC PARTNERS

BRANCH CAMPUSES

Les Roches programs are taught in the following branch campuses:

Chicago, USA

Offering the Bachelor of Business Administration

Marbella, Spain

Offering the Diploma in Hotel Management, the Postgraduate Diploma and the Bachelor of Business Administration.

Shanghai, China

Offering the Hotel Management Certificate program.

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

Amman, Jordan

Offering a two year diploma in culinary arts.

ACADEMIC PARTNERS

Les Roches off-site programs:

Enderun, Philippines

Offers the Hotel Operations Certificate program.

Students studying the Certificate Program in our Branch Campuses who wish to transfer to Les Roches, Bluche to continue their studies on the Degree Program are required to pass an external examination set by Les Roches Bluche. All students who successfully meet the Les Roches requirements will be awarded the Les Roches Certificate in International Hospitality Operations.

14. ACADEMIC REGULATIONS FOR UNDERGRADUATE PROGRAMS (FOR GRADUATE PROGRAMS PLEASE REFER TO THE ACADEMIC REGULATIONS FOR GRADUATE PROGRAMS)

A. CHANGE OF PROGRAM

Once admitted, a student may apply through the Registrar's office to transfer from one program to another up until the end of the second week of classes, during their entry semester.

B. COURSE EXEMPTION AND CHALLENGE FOR CREDITS

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

1. Applying initially to the Dean or Program Manager for exemption
2. Providing a detailed syllabus in English for comparative purposes
3. Providing a transcript of the grade achieved for the previous course taken.

Pending deliberations, the student must attend classes. A decision will be made within two weeks provided all the required documentation is submitted. Exempted students will be given the course credits with a notation of CR on their academic record.

Exemptions are not given for courses after the second taught semester of the Degree program.

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

1. If there is a request to "Challenge for Credits" when the student commences any semester, the challenge must be taken in the first two weeks of the semester. The Dean or Program Manager must make arrangements for the test if they consider it appropriate for the student to attempt the challenge.
2. A course may be challenged only once by the applicant.
3. A grade of the minimum passing average required by the program must be obtained to gain credits, but no grade will be recorded in the transcript.

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

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

C. GRADING

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

C.1. GRADING SCALE

The details of the grading scale are currently under revision. Interim scale is available via the administration of the undergraduate school.

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: - 0 will be recorded for that assignment

E. ACADEMIC DIFFICULTIES

Students are required to make known any medical problems and/or learning differences they have which may affect their ability to progress. This information is requested on the application form. Diagnosed learning differences such as dyslexia, dyspraxia, ADD, ADHD will be accommodated as far as is possible by the School.

F. INCOMPLETE WORK

Students prevented by illness or other legitimate reasons acceptable to the lecturer from completing requirements of a course before its completion, will have the designation 'INC' (incomplete) assigned on the grade report sheet. No grade point is recorded and the semester average is not affected. At this point, a completion date will be stated. If, by the time the Progression/ Awards Board meets, no new grade has been submitted by the lecturer and no "Deferment of Grade" has been granted by the Progression/ Awards Board, or if the stated completion date has been passed an F (fail) will be assigned. The semester average will then be recalculated.

G. PROGRESSION

BACHELOR OF BUSINESS ADMINISTRATION IN INTERNATIONAL HOTEL MANAGEMENT

BBA 1A/ BBA 1A Dip. and BBA 1B/BBA 1B Dip.

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

- ▲ achieve an average of 55% in the IEL subjects taken in the BBA 1A semester
- ▲ pass both Professional English and Academic English in the BBA 1B semester if this average is not achieved
- ▲ adhere to the progression requirements that exist for the BBA 1 subjects taken over the 2 semesters (see below)

BBA 1/ BBA 1 Dip., BBA 2/ BBA 2 Dip., BBA 4/ BBA 4 Dip.

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

- ▲ have no more than 2 subject grades below 60%
- ▲ have no subject grades below 40%

BBA 6 and BBA 7

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

- ▲ have no more than 2 subject grades below 60% in one semester
- ▲ have no more than 3 subject grades below 60% in both semesters combined
- ▲ have no subject grades below 60% for the honors degree
- ▲ have no subject grades below 40% for the ordinary degree
- ▲ to receive the mention of the specialism on their degree the student must pass the three subjects specific to that specialization

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

- ▲ have no grades below 60% in the BBA 6 semester (before re-sits)
- ▲ have an average in excess of 75% in the BBA 6 semester
- ▲ have acceptable dissertation proposal by the end of the BBA 6 semester
- ▲ prepare dissertation during the BBA 7 semester (in place of a general education class)
- ▲ have no grades below 60% in the BBA 7 semester (after re-sits)

BACHELOR OF BUSINESS ADMINISTRATION IN GLOBAL HOSPITALITY MANAGEMENT

Semester 1, 2 and 3

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

- ▲ have no more than 2 subject grades below 60%
- ▲ have no subject grades below 40%

Semester 5 and 7

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

- ▲ have no more than 2 subject grades below 60% in one semester
- ▲ have no more than 3 subject grades below 60% in both semesters combined
- ▲ have no subject grades below 40%

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

- ▲ have no grades below 60% in semester 5 (before re-sits)
- ▲ have an average in excess of 75% in semester 5
- ▲ have acceptable dissertation proposal by the end of semester 5
- ▲ prepare dissertation during semester 7
- ▲ have no grades below 60% in semester 7 (after re-sits)

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

H. RE-SITS AND RETAKES

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

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

Notes on Re-sit Examinations

- ▲ They are scheduled on precise dates at the beginning of each new semester.
- ▲ Students will receive an email from the academics office detailing their results within 2 weeks of the end of semester. If an email is not received the student must contact the academics office directly to discover their results.
- ▲ The academics office will also provide the students with a re-sit examination schedule, so the student can make sure that they return to campus on time.
- ▲ If the student is going on internship they may delay the re-sit examination until the internship is complete. However all re-sits must be completed within one year of the failed semester, unless specific permission is given by the school.
- ▲ It is the students' responsibility to make sure they arrive on campus in time to complete the re-sits.
- ▲ The appropriate re-sit examination fees will be charged directly to the student's account by the accounting office. This charge is based upon the number of failing subjects for each student, which will be sent from the academics office to accounting after the various awards/progression boards.
- ▲ If a student wishes to waive their opportunity to take any re-sit exams (and instead go directly to retake classes), then they must request this in writing to the academics office prior to the start of the re-sit examinations. The charge for the re-sit examination fee may then be removed from the student account.
- ▲ Students who miss the scheduled re-sit examinations without prior permission will need to complete retake classes in the failed subject(s).
- ▲ A student who had official permission to miss a regular re-sit examination, must then attend a rescheduled exam at a time and place agreed with the Program Manager (normally within one week of the original exam). There will be an additional charge for this late examination.
- ▲ If this replacement examination is not taken (for whatever reason) then the student must either retake the failing subject(s), or postpone the current semester.
- ▲ If the student is successful in the re-sit examination, a maximum subject grade of 60% will be awarded and this will be used in the computation of the semester grade average. The re-sit mark, if below the minimum pass requirement, will be the final grade when it is higher than the previous mark.

Notes on Retake Classes

- ▲ Students who have not met the minimum achievement grade (after re-sit) in more than two subjects will not normally be able to fully progress into the next semester of study until they have retaken and passed the failing subjects.
- ▲ A re-sit examination will not be permitted if the fail was due to cheating. In this case the student may have to retake the failed subject but this will be dependent on their overall results.
- ▲ If the student has not met the achievement level for the semester, after the re-sit examinations, he/she must retake the failed subject(s), or equivalent subject(s), at the appropriate campus of current study.
- ▲ Students, who after the re-sit examinations are still failing 50% or more of the semester's subjects, must retake all the failed classes. Therefore, they will not be able to progress with their studies into the following semester.
- ▲ The Progression/ Awards Board may allow a maximum of two subjects to be taken concurrently with the next semester, providing the timetable allows it. In addition a student cannot progress to a new semester, if they are still failing the semester prior to the most recent one studied.

I. PLAGIARISM AND CHEATING

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

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

J. EXAMINATION REGULATIONS

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

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

A student who misses an exam for the above reasons must notify their Program Manager within one day of their return to school with supporting evidence (e.g. a doctor's note). A date to sit the exam will then be agreed. Failure to meet the one day deadline may result in the opportunity to sit the exam being denied.

A student who believes that his/her circumstances fall into other than the above categories must present supporting documentation and must request a supplemental examination of the Dean, whose decision will be final. This will be a different examination and there will be a fee for a supplemental examination. Travel plans are not an excusable reason for missing an examination.

Any student arriving at a formal examination after 30 minutes will not be admitted to the examination and the resultant grade will be one percent. A student admitted late will only be given the time until the normal conclusion of the examination to complete. During final written examinations students may not leave in the first 30 minutes or the last 15 minutes of the exam.

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

K. MAINTENANCE OF ACADEMIC STANDING

Students, who, in the judgment of the Progression/ Awards Board or the Dean consistently fail to maintain satisfactory standards will, in the normal course of events, receive notice of:

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

Students who have been required to withdraw will have the designation RW recorded in their academic records and are deemed to have failed. The Progression/ Awards Board will specify any conditions or exclusions affecting the required withdrawal.

L. GRADE REPORT SHEET

At the end of each semester, the student is issued with a Grade Report Sheet via Les Roches email. The report will list those courses, which contribute to the current program of study and will show for each, the final grade and earned credits.

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

M. DEFERMENT OF GRADE

DG is a designation applied to a course by the Progression/ Awards Board to indicate that it grants an extension of a specified time to complete the requirements of a course.

N. ACADEMIC RECORDS

The student's academic record is confidential, within the school's faculty and administration teams. Final results will be sent only to the student, via email at the end of each academic semester, and as hard copy upon completion of the program. Any instruction to the contrary, must follow the procedure established in the "Standard of Excellence" in writing, to the Academic Services Office.

O. TRANSFER OF CREDITS

Credits earned at the School are transferable at the discretion of the receiving school, college or university.

P. VALIDITY OF REGISTRATION

A student's registration and credit remains valid for twice the length of their program's duration since the initial enrollment (unless other regulations apply).

Q. AWARD AND CLASSIFICATION

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

Bachelor degree programs:

Following re-sit examinations, no course grade below 40% and no more than three courses with grades below 60% are permitted for the final year (two academic semesters combined). The average of the final two academic semesters is considered to determine the classification.

- ▲ Merit: 75% to 84%
- ▲ Distinction: 85% and above

R. MITIGATION

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

S. APPEALS

Students may lodge an appeal to the Progression/ Awards Board within 15 working days from the receipt of their results (assuming 5 delivery days from post-mark) when:

1. The published results of grades are suspect of containing arithmetical errors or other errors of fact.
2. Exceptional personal circumstances could have an adverse effect on the candidate's performance. Besides providing third party evidence, which substantiates the claim, the candidate must provide good reasons why the invoked reason was not made known to the Progression/ Awards Board before it took place.

Note:

- ▲ Appeals, which are based on facts and are already known to the Progression/ Awards Board before they made their recommendation for the conferment of awards, will not be admissible.
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The Progression/ Awards Board:

The Progression/ Awards Board normally comprises of the Dean, Program Managers and the relevant faculty members.

The Appeals Procedure:

The Dean receives and examines the eligibility of an appeal and if eligible, forwards it to the next Appeals Commission meeting. These meetings only take place upon the request of the Progression/ Awards Board. The Appeals Commission will be empowered to take either of the following decisions:

- ▲ Reject the appeal and no further action will be taken.
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The Progression/ Awards Board may only question these recommendations if and when errors of fact or procedural mistakes are suspected to have influenced the Appeals Commission's recommendation(s). If such is the case, the Progression/ Awards Board must resubmit the case to the Appeals Commission with all the necessary documentation.

Appellants are required to pay an administrative fee.

Appeals Commission:

- ▲ The CEO
- ▲ The CAO
- ▲ Independent Educational Representative (External)
- ▲ Independent Legal Representative (External)

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

Equal Opportunity Policy for Students

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

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

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- ▲ Its publications reflect the policy.
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- ▲ Selection procedures are operated fairly
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 - ▲ Services and access to them is assured.

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

"If you feel that you have been discriminated against after using all the internal processes, you may take your complaint to an independent Equal Opportunities Ombudsman; **Mrs. Rossella Cosso**. You must take this action within 5 working days and submit a comprehensive file relating to the complaint at: rossella.cosso@cdl.ch."

T. ATTENDANCE POLICY

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

U. ABSENCES

Absences will be recorded by lecturers and reported to the Academic Services Office on a daily basis for each period when a student is absent. A single period counts as one absence, a double period counts as two absences, etc. Lateness will be recorded as Absence. The lecturers have the discretion to refuse the student from entering the classroom and record it as absence if it causes interruption or disturbance to the class.

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

The absence allowance is only to be used for: illness, personal appointments, external interviews and any other valid reasons that cannot be dealt with outside of lesson and practical time. It is highly recommended that students keep a note of their own absences. 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.

The CAO Les Roches Worldwide or Dean may allow students to be absent in some circumstances and these absences will not count towards the student's total. This is particularly with regard to work with the Student Social Committee or off-campus events organised by the school. Furthermore lessons missed due to In-house presentations and interviews will not count towards the total absence provided that students register to attend presentations or the relevant events. Students will still be marked as absent from class but the Academic Services Office will adjust this once their attendance is verified by a staff member.

During the semester students are requested to check their attendance record via www.mylesroches.com. Any errors must be reported to the lecturer within two weeks of the absence being recorded. Weekly absence status is circulated among the Dean's office, Program Managers, Academic Support and CEO for arranging necessary support to students concerned.

It is the students' responsibility to manage the maximum allowed absence hours. Students need to inform themselves during the induction and by reading the academic catalog and program handbook prior to attending class to fully understand the consequences of their actions. **Ignorance such as "I did not know", "I forgot", etc. is not considered an excuse!**

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

U.1. ABSENCE FOR THEORY COURSES

Students will automatically fail an academic course if they are absent for more than 30% of the contact hours. This represents 14 hours of a 45 hour theory course (19 hours for Rooms Division Operations).

U.2. ABSENCE FOR INTENSIVE ENGLISH LANGUAGE AND BBA 1A ENGLISH COURSES

A student registered in the IEL program will be suspended if they exceed 100 hours of absence from the program. A student registered in the English component of the BBA 1A program will be suspended if they exceed 50 hours of absence from the English classes.

BBA 1A students will follow the general absence policies for all of the regular BBA 1 academic and practical classes.

U.3. ABSENCE FOR CRAFT BASED LEARNING COURSES

Craft-based learning takes place through participation, observation application and repetition. Because practical learning involves contributing as a member of a team, it is important that students respect their schedules at all times. Craft based learning is simulating industry standards, and is dynamic and fast paced, hence students can only fully benefit from the courses if they are present in class.

Communication Required for Late or Absence from Class

If for any reason the student needs to be absent or arrives late, he/she needs to communicate in advance via e-mail with the teacher in charge before the practical class starts. The period is considered absent if at the start of the class the student is not present.

Maximum of Absences

Students will automatically fail a practical course if they are absent for more than 24 hours of any three (3) credit course and 12 hours of any one and a half (1.5) credit course on the practical schedule. It is the responsibility of the student to keep track of the hours they have missed.

The F&B Program Manager is not obliged to arrange "catch-up" learning or extra duty. If exceptionally and due to extraordinary reasons he does consider this option, it will only provide the student with the opportunity of catching up on knowledge and it will not replace the hours missed.

CBL learning is mirroring industry where team work, responsibility and individual contribution are of key importance for success. Students, who despite intense counselling and reminders continue to be frequently late, maybe excluded from the lesson with absence recorded and/or lose grades from their course assessment.

Missing scheduled weekend's duties

Week-end duties and special events are part of the subject Catering and Banquet Operations – CBL in both kitchen and service semesters. Missing practical duty during these schedules will result in the record of absence hours and a compulsory compensation weekend duties assigned to the student. Compensating the missed weekend duty does not redeem the hours originally missed.

A no show for the compensation weekend duty will ultimately lead to loss of grades from their course assessment.

Lunch meals scheduled at the Market Place Banquet Section

The objective for the lunch schedule at the Market Place banquet is for students to learn through observation and by experiencing a formal service operation. Students taking part in the banquet lunch play an important part that guarantees the consistent delivery of the service and kitchen program.

Schedules have been designed so that students can participate in this learning. It is compulsory that all students scheduled for the banquet lunch must be at the banquet restaurant before the start of the session. A no show for the participation of this educational exercise will lead to loss of grades from their course assessment.

Attendance as part of the Portfolio Grade

A part of the portfolio grade is awarded based on attendance. Perfect attendance will be rewarded and students will have the opportunity to improve their CBL grades and their total course average significantly.

The most important attribute of a respected, trustworthy and successful employee is to demonstrate responsibility. In the industry it is considered common courtesy to report any incident that could delay your arrival to work to your employer or immediate supervisor in a timely fashion before duty begins. We expect the same from you with regards to your attendance to practical class.

Students who fail to communicate before the start of their schedule any possible delay of timely arrival or absence from class will lose part of their given attendance grade from the portfolio.

Only written notifications via e-mail addressed to your schedule instructor are considered.

IMPORTANT:

If a student is consistently late for a craft-based learning class, he/she will be met by the Program Manager to discuss corrective actions. It is at the discretion of the Instructor to exclude the student from the lesson with absence recorded and/or reschedule extra duty.

During the CBL schedule course information is available on the schedules and in the syllabus.

A practical course can include a number of different weekly schedules, for example FBS 1105 is made up of the following class schedules MP-BA, MP-L, MP-D and BA-L.

U.4. FAILING COURSES DUE TO EXCESSIVE ABSENCES

If the amount of hours is exceeded, the student will receive a failing confirmation letter from the Academic Services Office. The student can submit a "request for consideration", using the template provided by the school, within 48 hours, and present evidence if it was not provided previously.

It is recommended that the student continues attending classes for the remainder of the course in order to obtain a grade for each assessment, pending the Progression/Award Board decision.

U.5. PROGRESSION/AWARD BOARD DECISION

The Program/Award Board meets at the end of the semester during the predetermined dates to review all "request for consideration" and takes the decision. The decision of the board is final.

Criteria the Progression Board consider when evaluating request for consideration

- ▲ Reasons for being absent from class
- ▲ Evidence supporting request for consideration
- ▲ Adhering to the time frame as outlined in this policy
- ▲ Continuous attendance and social behavior
- ▲ Academic standing at the end of the program

Decision outcomes

- ▲ The board accepts the request: The student is awarded the grade they achieved. Should the achieved grade fail to meet the progression requirement, the student will be permitted to attend one re-sit exam. The re-sit exam is scheduled only once and communicated to students well in advance. It is the student's responsibility to be present for the re-sit exam when scheduled.
- ▲ The board denies the request: The student will be awarded 1% as the course average. No re-sit will be permitted. Before the student will be allowed to fully progress to the next semester they need to pass the retake. The student will need to make the necessary arrangement to retake the course. This could mean having to add an extra semester to their studies.

For more detailed information please refer to the Re-sit /Re-take policy in the academic catalog.

U.6. INVALID SEMESTER

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

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

15. ACADEMIC REGULATIONS FOR GRADUATE PROGRAMS

A. CHANGE OF PROGRAM

Once admitted, a student may apply through the Registrar's office to transfer from one program to another up until the end of the second week of classes, during their entry semester.

B. COURSE EXEMPTION AND CHALLENGE FOR CREDITS

There is no Exemption or Challenge for credits option for Master Degree Programs.

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

1. Applying initially to the Dean or Program Manager for exemption
2. Providing a detailed syllabus in English for comparative purposes
3. Providing a transcript of the grade achieved for the previous course taken.

Pending deliberations, the student must attend classes. A decision will be made within two weeks provided all the required documentation is submitted. Exempted students will be given the course credits with a notation of CR on their academic record.

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

1. If there is a request to "Challenge for Credits" when the student commences any semester, the challenge must be taken in the first two weeks of the semester. The Dean or Program Manager must make arrangements for the test if they consider it appropriate for the student to attempt the challenge.
2. A course may be challenged only once by the applicant.
3. A grade of the minimum passing average required by the program must be obtained to gain credits, but no grade will be recorded in the transcript. The notation CR will be entered and the semester average is not affected.

A maximum of 6 credits can be obtained via either Exemption or Challenge for Credit for the entire program.

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

C. GRADING

The grading policy uses the range of 0% to 100% where 100% is exceptional. 60% is the achievement standard for all taught semesters that began after July 2017, while 65% is for final taught semester completed by December 2017.

C.1. GRADING SCALE

The details of the grading scale are currently under revision. Interim scale is available via the administration of the graduation school.

D. PROGRESSION

- ▲ For graduate programs that began after July 2017, re-sit is entitled for failing subject with course average between 50% and 60% unless prohibited and specified otherwise. Retake is required for failing subject with average below 50%.
- ▲ For Post Graduate programs that began prior to July 2017, the student must obtain credits for all courses from the first semester before progressing. No course grade below achievement requirement, following re-sit examinations are permitted.
- ▲ For Master degree programs that began prior to July 2017, re-sit is entitled for failing subject with course average between 55% and 65% unless prohibited and specified otherwise. Retake is required for failing subject with average below 55%.

E. AWARD AND CLASSIFICATION

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

Post Graduate programs:

- ▲ Certificate: minimum 18 credits achieved
- ▲ Diploma: minimum 33 credits achieved (36 for final taught semester completed by December 2017)
- ▲ Higher Diploma: minimum 51 credits achieved (54 for final taught semester completed by December 2017)
- ▲ Distinction: 85% and above (the average of all taught semesters is considered)

Master degree programs:

- ▲ MBA: minimum 43 credits achieved
- ▲ Mhl: minimum 33 credits achieved (36 for final taught semester completed by December 2017)
- ▲ MBA and Mhl: two semester overall average at 70% required for final taught semester completed by December 2017
- ▲ Distinction: 85% and above (the average of both taught semesters is considered)

A Postgraduate Diploma may be awarded to MBA students who achieve 36 credits but are unable to pass the degree program.

F. ACADEMIC DIFFICULTIES

Students are required to make known any medical problems and/ or learning differences they have which may affect their ability to progress. This information is requested on the application form. Diagnosed learning differences such as dyslexia, dyspraxia, ADD, ADHD will be accommodated as far as is possible by the School.

G. DISSERTATION

Regulations concerning the timing and progress of this work are given in the relevant Dissertation Handbook.

Upon payment of a fee, MBA students may be allowed an extension of up to 6 months (but no longer than 14 months from the end of the taught program) to submit their dissertation.

In case of failure, Mhl students can resubmit their dissertation in the following academic semester (week 14) as per re-sit/ retake regulation.

H. PLAGIARISM AND BAD PRACTICE

According to the Oxford English Dictionary, plagiarism is the taking and using of another person's thoughts, writings, inventions or ideas as one's own. It is a very serious ethical and practical concern at Masters level, where students are required to organize and analyze other authors' work in order to develop and synthesize their own thoughts and ideas.

In the context of these regulations, bad practice is related to, but less serious than plagiarism, where the perpetrator may have referenced another's work, but has not contributed anything new to it. Bad practice is difficult to define precisely, but it includes the uncritical overuse of quotes, and over dependence upon one literature or web source.

Plagiarism is difficult to define absolutely, because different fields of knowledge have different norms and cultures. What is acceptable in one is not necessarily acceptable in another. However, there is always a historical issue involved: namely that one individual has copied or derived another person's previous work.

The fundamental rule for avoiding plagiarism is to scrupulously reference and dutifully acknowledge all ideas that are not the student's own. However, at Masters level, students should also realize that in order to avoid bad practice they must develop analyze and contextualize the ideas of others; it is not enough merely to repeat them. Plagiarism and bad practice must be carefully avoided in all courses and modules of the program, and faculty members are required to penalize students who fail to do this. Identified cases of plagiarism must be formally recorded with the Dean of Graduate School.

Students found guilty of plagiarism will be automatically awarded a one percent grade for their work. Students showing bad practice will be penalized to a lesser extent, depending on the circumstances.

Plagiarizing students who fail a course due to such a one percent grade will not be permitted a re-sit assessment.

I. EXAMINATIONS REGULATIONS

Examination dates will be posted at least one week before the examination is due to take place.

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

A student who misses an exam for the above reasons must notify their Program Manager within one day of their return to school with supporting evidence (e.g. a doctor's note). A date to sit the exam will then be agreed. Failure to meet the one day deadline may result in the opportunity to sit the exam being denied.

A student who believes that his/her circumstances fall into other than the above categories must present supporting documentation and must request a supplemental examination of the Dean, whose decision will be final. This will be a different examination and there will be a fee for a supplemental examination. Travel plans are not an excusable reason for missing an examination.

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J. RE-SITS AND RETAKES

Re-sit is entitled for failing subject with a course average below the required achievement standard, unless prohibited and specified otherwise (please refer to the Plagiarism and bad practice section).

The re-sit must normally be completed no later than 5 weeks after the end of the course in question, as per schedule provided by the academic administration. One can re-sit a course only once.

A maximum mark of passing grade as per program achievement standard is awarded to those passing re-sit exam.

If after re-sit exams a student still fails to achieve the progression requirements then he/she must retake the failed subjects. This means the student will pay the appropriate tuition fee, re-attend class, and complete all exams and assignments.

The Progression / Awards Board may allow one subject to be taken concurrently with the next semester providing the timetable allows it. Those students who, after re-sit, have half or more non-achieved courses of the semester are deemed to be unsuitable to progress to the following semester. The student will be required to retake the failed courses and meet the required progression standard before starting the next level of study.

Progression periods are determined by the program regulations (see program handbook). Normally these are semesters. The Progression / Awards Board is the final arbiter in these matters.

K. MAINTENANCE OF ACADEMIC STANDING

Students, who, in the judgment of the Progression/ Awards Board or the Dean of Graduate School consistently fail to maintain satisfactory standards will, in the normal course of events, receive notice of:

1. Academic Warning on the first occasion
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Q. ATTENDANCE POLICY

Postgraduate students are expected to attend all classes. Many assessments depend on class involvement and failure to attend may jeopardize your achievement. Absences must be explained to the faculty and the 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.

Masters students are expected to show a mature approach to their studies and take responsibility for their attendance, learning, group work and assessments.

16. EDUCATIONAL PHILOSOPHY AND ACADEMIC MANAGEMENT

Les Roches has been providing experiential learning focused on hands-on “learning by doing” philosophy since its establishment as a hospitality institution over 60 years ago. Our educational model is anchored on challenge-based approach embodying core subjects of technical hospitality skills, business management fundamentals, interpersonal competencies and general education all together integrated into a digital learning perspective.

As such there is a management structure whose function is to ensure academic integration and curriculum diversity.

The School’s academic guidance rests with the Academic Committee. This committee is responsible for developing the curriculum and establishing rules and regulations that affect students’ life. The CAO Les Roches Worldwide, Deans, Librarian, Registrar, the Faculty and Students participate in this committee.

Faculty work within the parameters set by the Academic Committee. They are, however, free to design and develop courses of study providing students with their experience supported by legitimate sources of information using a balanced approach. Typically, faculty will seek to give students a solid base in their field and foster critical reasoning. Thus, we strive to prepare students to assume a personally rewarding constructive role in society.

Before delivery to students, courses are presented for approval to the Academic Committee via the Program Committee which assesses the potential success and contribution it will have towards the aims and objectives of the program of study as a whole.

Another important executive arm of the Academic Committee is the School’s Enrollment Management Department which is responsible for recruiting students into our programs. After being enrolled, the Registrar follows the students’ academic standing until graduation in conjunction with the Program Managers. The Progression/ Awards Board regularly assess the students’ progress by analyzing individual and group results in accordance with academic and other regulations governing the program. The Progression/ Awards Board is the official body that recommends conferment of Awards. Appeals may be lodged following the appeal’s procedure described elsewhere in this catalog.

Thus, the structure within Les Roches is designed to achieve three major objectives:

- ▲ The first is to assure that all constituencies within the School work towards realizing the School’s mission.
- ▲ The second is to make sure that all key persons involved in the education of students and all other relevant constituencies including students participate in defining the means and actions that are necessary to achieve the School’s mission.
- ▲ The third is to ensure adequate provision for monitoring and assessing the School’s performance in achieving its mission.

A. CODE OF ETHICS

The Les Roches community commits itself to be a center of excellence and integrity. It aims to maintain a spirit of open academic inquiry; it seeks to ensure and respect the rights and equal opportunities of all its members and to maintain a sense of respect and consistency with stakeholders. Likewise, Les Roches expects that all members of the community will contribute to the welfare and reputation of the school and its members.

B. PATHWAYS OF STUDY

The program is organized into horizontal yearly course structures. Within the program, courses are subdivided into Pathways to emphasize the vertical nature of the various fields of study over several years. The vertical integration ensures that the various courses within a Pathway progressively develop students’ abilities in this discipline. Horizontal integration of the courses within a course, for example the first year of studies, Bachelor of Business Administration 1, ensures the courses complement each other and best achieve the goals of the course. The Pathway organization is also used to organize and focus faculty for curriculum review and development using Industry Advisors where appropriate. General Education has its own pathway leader and works with its mission whilst also seeking to support the overall aims of the whole program through core skill development.

C. THE QUALITY ASSURANCE ADVISORY PANEL (QAAP)

Les Roches is committed to quality standards within its main campus, Bluche as well as its branch campuses in China, Jordan, Spain, United States and the Additional Instructional Location in the Philippines. The Quality Assurance Advisory Panel (QAAP) is responsible for overseeing the quality and standards of the institution’s academic coursework for both the undergraduate and postgraduate programs. The QAAP reports to the Academic Committee on matters relating to the standards of taught programs, their quality and the academic environment in which they operate. The Panel ensures compliance with NEASC requirements reinforcing the student learning experience.

D. ACADEMIC ADVICE, TUTORIALS AND CAREER COUNSELING

Academic advice is provided by Faculty and Administration, depending upon the areas of need of the specific student. The academic environment of Les Roches means that the doors of the Deans, Program Managers and Faculty are regularly open to students for consultation, either on course or program difficulties.

The Student Counselor is available regularly at the School to help students deal with personal problems that they would prefer not to talk about with faculty or management. Confidentiality is guaranteed.

The Career Development and Industry Placement Officers' mission is to provide to the students personalized and complete career counseling and identify industry placements relevant to their skills, qualities and expectations. Furthermore assisting the students in expanding their professional network and enable them to design their future career development.

E. FACULTY

The backgrounds and qualifications of the Les Roches faculty reflect a wide variety of skills and qualifications. From diverse cultures and nationalities, the faculty ideally complements the program content which incorporates the Swiss emphasis on initially attaining a thorough basic knowledge of Operational skills, while incrementally developing competency in Business-Related Academic and General Education theoretical courses. Details of faculty are given later in the catalog.

F. TRANSCRIPTS

All requests for transcripts, records, copies of original documents are addressed to the Academic Services Office. An administrative charge may be required for this service.

17. CAMPUS

A. CLASSROOMS AND LABORATORIES

Les Roches buildings contain classrooms and laboratories. Specialty classrooms include the specifically built production and individual kitchens, demonstration kitchen, lecture theatres, tech floor, a Global Classroom Connectivity, a dining room (the 'Market Place'), fast-food outlet, a rooms division laboratory and a wine and beverage facility, Fine Dining Restaurant (Le Tacot) and a Tacot Bar.

The Library features over 10,000 books and e-books, journals, magazines and DVDs as well as over 45,000 full texts journals via our databases. Full information available through library website: library.mylesroches.com. Internet access for research and personal use is available (See the computer policy).

All administrative offices are located in the main buildings. The office of the school nurse and infirmary rooms are in the "Vieille Ferme" as is the CDIP, Academic Support Coordinator and Student Counselor. Faculty offices are located in the main campus buildings.

B. COMMON AREAS

The lobby of the Main Building is open from Monday to Friday between 07:30 and 23:00 hours. This is a light, airy space where students can socialize, read or work. In general, the lobby bar is open from 07:45 until 17:30 hours Monday to Thursday and from 7:45 till 16:30 hours on Fridays. Students are expected to help keep the lobby area tidy at all times. It is important that when visitors arrive, the first impression they have of the school is that it is neat and orderly.

Smoking is restricted to certain areas and is not permitted in any of the public areas, restaurants or classrooms.

There is a multi-purpose gym and fitness center on the campus for student use.

"Le Café du Village" provides a relaxed student environment for socializing.

C. COMMUNICATIONS

Mail is distributed in personal pigeonholes daily at around 10:30 hours. Student mail should be addressed as follows:

Les Roches Global Hospitality Education
Complete name and student number
Rue des Moulinettes 2
3975 BLUCHE - VS
SWITZERLAND
Tel: +41 (27) 485 96 00

When on duty or in class, students may not receive phone calls. Mobile phones should be switched off during these times.

Students will also need to contact Accounting and Academic Services Offices for various reasons whilst at Les Roches. Students may not miss classes or any officially scheduled event because of time spent in administration offices.

Other information is displayed on screens, students should check daily in order to be up-to-date with general information, memos, meetings etc. Screens are located in the main building.

Every student is provided with a Les Roches email address which, together with the School's Intranet system and "Moodle" they provide an up-to-date information service on a wide range of academic and general matters.

18. STUDENT LIFE

A. THE DAILY WAY OF LIFE

Student life at Les Roches mirrors the life of the future manager in the hospitality industry. Students at Les Roches fulfill demanding work schedules, yet they enjoy a fulfilling social life. Indeed, two major components of the Les Roches way of life are the regimented work disciplines associated with the academic and practical demands of the curriculum, and the cross-cultural social activities of the student body.

B. THE WORKING ENVIRONMENT

Within the School, it's all business! The School operation is in fact, to a large extent, maintained by the students, who are involved in all phases of food production and restaurant service and who assume defined responsibilities for the running of the School.

Students within the School adopt a code of behavior and appearance, in accordance with the rigors of the industry. Self-discipline is an indispensable prerequisite for any future manager, its acceptance and implementation in the School assures an easy transition to an industry renowned for its conservative attitudes to propriety and aesthetics.

Attendance at scheduled events constitutes lifestyle training for a would-be professional, moreover attendance in class supports effective learning and therefore attendance is compulsory. The responsibility lies with the student to manage his or her own time in preparing for evaluations scheduled throughout the semester. Evaluations may be written or practical, or a combination of these, depending on the course.

C. EXTRA-CURRICULAR LIFE, SPORTS AND SOCIAL ACTIVITIES

Extra-curricular life, within this framework, is rich and varied. On the one hand, the student is afforded a quiet mountain village with sweeping Alpine panoramas, idyllic for study and reflection; on the other hand, proximity to a major international ski resort offers an unusually rich opportunity for recreation and amusement. The year-round resort of Crans-Montana offers a range of sporting and relaxation options, which complement the sporting and extra-curricular opportunities organized by the school.

Les Roches acknowledges the importance of fitness and sport to the overall physical and mental well-being of the future professional. The campus offers a gym with fitness equipment, a sports field, a basketball and volleyball courts, a table-tennis room and two outdoor swimming pools for student use. For musicians there is a music room equipped with musical instruments (drums, guitar, synthesizer, mics etc.).

Other informal activities are also scheduled weekly. Off-campus sporting options (tennis, badminton, hiking and mountain biking in summer and skiing, snowboarding and ice-skating in winter) are organized by the school at local facilities and surroundings.

League contests, tournaments and friendly games of soccer, basketball, volleyball, rugby and other sports are organized with other hotel management schools in the region and with local clubs to meet students' requests. Sports at Les Roches are, to the greatest extent possible, co-educational with the participation of men's teams, women's teams and mixed teams.

School facilities are free of charge, but some of the sports and activities played off-campus are paid by the students themselves. All students may use the sports field at any time, depending on the weather, planned sports lessons or events.

Social life within the School is organized in each semester around Cultural Night and the Graduation Ball. As each of these events is organized and financed by the students (although school subsidized) various smaller fund-raising events, such as themed mufti days, are organized throughout the semester.

Organised and staged by the BBA 7 Events specialisation students, Cultural Night is a unique celebration of international cultures and gastronomic traditions. National cultures represent themselves in music, dance and drama and an international food tasting displaying selected national dishes and specialities showcase world diversity and values to a global audience.

D. STUDENT REPRESENTATION

Students are involved in the life of the School through several mechanisms. Class Delegates are elected directly by each class and perform certain administrative functions involving attendance. They provide a communication channel for non-academic policy and events, and representing the impressions and needs of the student body to the administration. Class Delegate meetings are held twice every semester to ensure a steady flow of two-way communication between the school administration and students. Moreover students are represented on the two levels of Academic Management; Program Committees and the Academic Committee.

An "open door" policy ensures ready access to School Management or any other member of the administration or faculty.

There is also a Student Social Committee made up of elected members from all programs in the School. This Committee is responsible for organizing a range of social and recreational events during the semester.

The Les Roches Chapter of Eta Sigma Delta, the International Academic Honor Society (guided and supported by the CHRIE) for students of Hospitality and Tourism, is open to students in Semester 7. Invitation to join is based upon academic excellence and professionalism whilst on internship and in the school.

E. RESIDENTIAL LIFE

Residential life at Les Roches incorporates housing options in Bluche and above, in the Crans-Montana resort. First and second year students, because of early morning and late evening practical commitments, are housed primarily in the school-owned, on-campus halls of residence in Bluche village, within walking distance of the school. The quality of school-owned housing can comfortably be equated with the basic standards found in a quality hotel accommodation. All buildings have communal study rooms and some buildings have kitchens for student use.

A supplement is charged for single rooms available in limited quantity, upon request. Students in MBA, MhI, BBA 6 & 7, GB 7 and PGD can choose to stay in the school's halls of residence or rent accommodation in the surrounding villages.

Because the majority of housing facilities feature double rooms, visiting rights for persons not housed in the particular facility are limited to public rooms, such as communal study rooms and kitchens. The school cannot provide accommodation for married couples; they are responsible to find lodging in the surrounding villages.

Food for cooking is not allowed in student rooms. Regular cleaning service is provided for all rooms and the school provides bedroom linen.

In general, the school provides breakfast, lunch and dinner during the week and two meals daily at the weekend.

19. INTERNSHIP POLICY

The aim of the internship is to provide students with a transformative training opportunities of high standard which enhance professional competence and enriches personal development. These opportunities will take place both in the international areas of the Hospitality Industry and within establishments of high standard in Switzerland and abroad. We are proud to present excellent relationships with the hospitality, tourism and leisure industry and always aim to be transparent in both- our contact with these industries -and with our students. However, students are constrained by international visa policies and this may limit choices of destinations.

Responsibilities

For Bachelor of Business Administration 2/ Bachelor of Business Administration 2 Dip. Students:

- ▲ The Careers Office provides full support and guidance to each student for the recruitment process.
- ▲ The Careers Office will provide different workshops related to CV's, applications and recruitment
- ▲ The Careers Office will cooperate with the English teachers to correct students' CVs
- ▲ The Careers Office will provide students with tips, tricks and reminders for their internship search
- ▲ The Careers Office will provide students with documentation to obtain this internship (attestation, contracts, etc.)

For Bachelor of Business Administration 4/ Bachelor of Business Administration 4 Dip/ Global Bachelor 5:

- ▲ The Careers Office provides assistance and guidance to students to find an Internship
- ▲ The Careers Office will provide non-mandatory workshops that the students can choose to attend
- ▲ The Careers Office will provide tips and tricks for their internship search
- ▲ The Careers Office will provide students with documentation to obtain this internship (attestation, contracts, etc.)

For graduating Postgraduate Diploma:

- ▲ The Careers Office provides assistance and guidance to students to find an Internship.
- ▲ The Careers Office will provide workshops related to networking and internship search
- ▲ The Careers Office will provide tips, tricks and reminders for their internship search
- ▲ The Careers Office will provide students with documentation to obtain this internship (attestation, contracts, etc.)

BBA 7, Global Bachelor 7, Mhl and MBA students:

- ▲ The Careers Office provides assistance and advice to students to find an Internship, Management Training or direct entry position.
- ▲ The Careers Office will provide non-mandatory workshops that the students can choose to attend
- ▲ The Careers Office will provide tips and tricks related to recruitment.

The School is also responsible for:

- ▲ Extending necessary advice and assistance to students in all aspects of their applications to achieve a successful career path.
- ▲ Giving students access to the numerous offers received each semester from employers and assisting them in their potential job search.
- ▲ Issuing the necessary official papers required by the work laws of the countries in which students will carry out their internships, when this internship is part of the academic curriculum.
- ▲ Checking that the employers apply the remuneration laws, which are customary in the specific countries.
- ▲ Keeping in contact with the students and/or the employer during their internship period and assist when any issues/ questions arise.

The student is responsible for:

- ▲ Being active in his/her research process and to keep the Careers Office informed of his/her progress.
- ▲ It is the students' responsibility to approach the Careers Office for support.
- ▲ Observing standards and regulations, which are stated by Les Roches Global Hospitality Education (charter, training procedures, evaluation process, etc).
- ▲ Respecting administrative constraints such as visa, work permit, language or professional profile requirements, which might limit the choice of location in which the student will do his/her training.
- ▲ For all internship included in the curriculum of any program, successfully achieving a full six months (4 months in a seasonal resort

where the contract only permits 4 months and prior agreement of CDIP) training period of 3 establishments, which is, under no circumstances, managed or owned by a member of the student's family.

- ▲ Covering any expenses such as travel, accommodation, pocket money, work permit, visa costs, insurance etc., that may arise from an industrial placement.
- ▲ Following up with all the relevant authorities in regards to visa processes which can be updated at anytime.

If a student releases him/ herself from employment during the internship period without informing the employer and the Careers Office, this internship period can be considered as a "fail" and the period won't be used to validate the student's internship.

The student will be required to carry out the missing internship period, in order to receive the necessary credits for the Les Roches Diploma, Bachelor degree or Post Graduate Diploma.

However, should the student feel that the employer has acted 'unreasonably'; negotiation with the Careers Office can be undertaken. The final decision will be taken by the Careers Office.

The training periods are considered as part of the Institution's program. The Les Roches Global Hospitality Education can only issue the 3.5 - years Bachelor of Business Administration and 1.5 - years Post Graduate Diploma to students, who successfully achieved the academic and practical requirements of the Internships.

Insurance

During school semesters, as well as during the internships , which are included in their academic curriculum, completed in Switzerland and abroad, students are covered with health insurance provided by Les Roches (except in the United States). However, for the duration of the internship, students are required to obtain private accident insurance and should check with the employer if this is sufficient to legally work in that country.

20. STANDARDS OF EXCELLENCE

A. OBJECTIVES

The school's Standards of Excellence have been drawn up as a guide to future conduct as a Manager in the hospitality industry. Their aim is to explain the distinctive mode of behavior required, both as an employee and, later, as an employer in the hotel industry.

Respected and trustworthy professional leaders need to display exemplary behavior. Les Roches expects its students to do the same. For this reason, Les Roches expects its students to challenge themselves to exceed the requirements outlined in these Standards of Excellence. This desire to excel reflects what will be expected in the hospitality industry. These Standards of Excellence apply to students while they are at school both inside and outside of the campus and during their internship.

B. GENERAL STANDARDS OF EXCELLENCE

Business Dress

The wearing of professional business dress is part of the school's image, reputation and the employability of the students. It is intended to reflect the reputation of Les Roches as an institution with high standards of professional image.

Guidance on appropriate business dress is issued to the students at the start of each semester.

During the summer months of July and August students are allowed to remove their jackets. However, in these circumstances, the name tag must be worn on the shirt. In case of exceptional warm temperature outside of summer months, a communication will be sent by the Management for special guidelines.

During the academic/ practical semester, professional business dress is to be worn. Monday to Friday (06:00-18:00) (in case of official events on campus the hours may extend to 20:00 or longer, subject to the event agenda).

During mid-term, summer/ winter breaks (when campus is closed) business casual dress is to be worn. During weekend if there is an event that requires business casual, a communication will be sent by management.

During the internship period, or when visiting the school premises after completion of the program, the same high dress standards apply and male students are expected to wear a jacket and tie.

Please read carefully the Dress Code Guidelines for students, faculty and staff document available on Moodle.

Male students:

The SUIT comprises:

- ▲ 2/3 piece suit – While jackets do not have to be coordinated with trousers one of these parts of the attire should be of plain, classic and discreet color. (e.g. jacket must be worn with dark trousers and vice versa). No more than two colors can be worn. (e.g. black trousers, with black shirt and grey jacket).
- ▲ Black, dark and light grey, navy blue
- ▲ Pinstripe or plain

SHIRT:

- ▲ Bright colours are permitted only for shirts
- ▲ Must be tucked in
- ▲ All buttons on shirt have to be closed

TIE:

- ▲ Business tie or bow tie is mandatory
- ▲ NO fancy motifs

SOCKS/SHOES:

- ▲ Plain and dark socks, classic color or matched with the color of shoes
- ▲ Appropriate black, brown, grey or navy blue shoes to complement the suit.

ACCESSORIES:

- ▲ Belts must be worn with trousers with belt loops and should match the corresponding shoe color above.

-
- ▲ Plain V necked jumpers and woolen waistcoats (Navy Blue, Grey or Black to compliment the suit), may be worn under the jacket with a tie.
 - ▲ NO scarves, jumpers or patterned waistcoats.
 - ▲ Name tag to be worn at all times
 - ▲ White handkerchief may be worn in top jacket pocket.
 - ▲ One badge/pin on lapel.
 - ▲ No more than 3 pieces of discreet jewelry – bracelet, watch & ring

Female students:

The SUIT comprises:

- ▲ While jackets do not have to be coordinated with trousers/skirt or dress one of these parts of the attire should be of plain, classic and discreet color. (e.g. jacket must be worn with dark trousers/skirt or dress and vice versa). No more than two colors can be worn. (e.g. black trousers/skirt, with black shirt and grey jacket)
- ▲ Black, dark and light grey, navy blue
- ▲ Pinstripe or plain
- ▲ Suit trousers must be full length or just above the ankle, classic in style & not skin tight
- ▲ Skirt or dress length must be one credit card height above the knee.

SHIRT or BLOUSE:

- ▲ Bright colors are permitted
- ▲ Blouse should be fitted but not skin tight and no longer than jacket
- ▲ Pullover or turtle neck pullover of plain and discreet color worn under a jacket
- ▲ No t-shirts
- ▲ Round and V- neck tops are allowed.

TIGHTS/ SHOES:

- ▲ Tights are mandatory when wearing a dress or skirt (plain and classical colors, skin color or black fine tights to match the suit color, tight-socks may be worn with trousers).
- ▲ Shoes must be polished, classic, elegant, closed and one color (black, brown, grey or navy blue)
- ▲ Heels must be a minimum 5 mm and a maximum of 8 cm.
- ▲ No ballerina pumps, moccasins or boots

ACCESSORIES:

- ▲ Fine neck-ties or business scarves worn around the neck
- ▲ Name tag to be worn at all times
- ▲ One badge/pin on lapel.
- ▲ No more than 3 pieces of unobtrusive jewelry (earrings, watch, necklace, bracelet or ring).

Professional Uniform

Students on practical duty in a kitchen and in service may not leave the campus wearing the professional uniform. It should always be of impeccable appearance, especially when walking through the village of Bluche and in the school buildings.

General Appearance

- ▲ Unnatural hair colorings are not acceptable in the school.
- ▲ Visible tattoos are not acceptable and should be covered with clothing. When this is not possible, the tattoo must be covered by skin colored tape.

Male students:

- ▲ Hair must be short without above the collar, styled and well kept
 - ▲ Facial hair must be shaved daily
 - ▲ Reasonable length beards (maximum 1 cm), goatees and moustaches are acceptable as long as it shows clear signs of daily up keeping (shaved sides, clear lines), and only if grown prior to the start of the semester.
 - ▲ Extreme styles - visible piercing including earrings, tongue or nose pins or rings, platform shoes, etc. are not acceptable
 - ▲ Clean short finger nails
-

Female students:

- ▲ Long hair must be kept neat and tidy. To comply with hygiene regulations in food production areas hair nets will be worn when provided.
- ▲ Nail polish of classic soft tones
- ▲ Non-obtrusive jewelry – no more than 3 pieces of jewelry total (watch, ring, necklace or bracelet).

Students Having Practical Components during the Semester

- ▲ For reasons of hygiene beards are undesirable however, professionally groomed beards will be accepted but must have been grown before the start of the semester. Male students are expected to be well-shaven at all times unless they have started the semester with a professionally groomed beard.

Students Having Only Theory Components during the Semester

- ▲ Properly trimmed beards are acceptable provided that they are not grown during the program.
- ▲ Access may be denied to classes, examinations, dining rooms, duty or public areas of the school building to students who fail to respect any of the requirements mentioned above. This reflects the exacting standards demanded in the Industry.

General Behavior

A teacher is entitled to exclude a student from the class in the event of significant misconduct or un-preparedness for a scheduled class with absence duty counted.

Locker Facilities

Students will be issued a locker and a personal padlock (5.- CHF) during the course of a semester. Students should ensure lockers are padlocked at all times. The school cannot be held responsible for the loss or damage to any personal item due to negligence. Forcing the opening of your locker in case of lost keys will induce an administration fee amounting to 15.- CHF.

Items/bags are not to be left unattended in any area of the school at any time and every department is responsible of its own area. People in charge will take necessary measures if needed.

Classrooms

Classrooms, laboratories and study rooms are places of work. SILENCE is therefore required to enable students to concentrate on work. Eating and drinking are not permitted in these areas. The use of mobile telephones during academic or practical class time, and when on duty, is not allowed for obvious courtesy reasons. These devices must be properly switched off to avoid any undue disruption. Students are expected to take care of furniture and material. The responsible party must pay for any loss or damages.

Classrooms are closed on Saturday and Sunday. The library is open in the early evenings according to published timetables. Study rooms can be used until 22:00.

Library and Resources Area

The library is meant to be a place for quiet study. The opening hours are posted on the library website: library.mylesroches.com and the notice board next to the entrance.

The following are not allowed in the library:

- ▲ Food and drinks (except bottled water)
- ▲ Use of cell phones
- ▲ Leaving personal belongings in the workspace when leaving the library.

Library users are requested to present their student card to borrow/renew items. A maximum of 12 items at a time (10 books + 2 Movie DVDs).

Items used within the library must be returned to the loan desk.

Loan durations for each material type:

- ▲ Academic items: 14 days
- ▲ Fiction books: 30 days
- ▲ Periodicals and journals: 5 days
- ▲ Movie DVDs: 2 days
- ▲ Educational DVDs: 5 days

Borrowed items are to be returned on time and if that wouldn't be the case the new policy will apply:

- ▲ 3 reminders over a two-weeks period:
 - A 1st reminder will be sent with no fee
 - A 2nd reminder will be sent with 0.2 point deducted
 - A 3rd reminder will be sent with no fee
- ▲ Personalised communication announcing next step (LRB email & pigeon hole letter)
- ▲ After that the item(s) will be charged to your account plus 20% (no refund)

Invoiced item(s) are considered your property and no reclamations or refunds will be possible.

Amount to pay will be sent to Accounting.

Photocopying / Printing / Scanning

Students card are to be used for the multifunction printer. Users are liable if a book is damaged while being photocopied/scanned. Writing or highlighting is prohibited in library books.

Student Card

The student card is used for identification, access to the accommodation buildings, borrowing library books, activation of printers, reception of registered mails, purchases from Selecta vending machines, lobby bar and internal control purposes such as food outlets. It is issued upon arrival at Les Roches. The student card is valid for the whole duration of the program attended. The student card must be handed in to Student Services if studies finish prematurely. Lost student cards must be returned at Reception immediately. A replacement card costs 30.- CHF.

Swiss Residence Permit

The Residence Permit is mandatory to study in Switzerland, and is linked to the compulsory health insurance. This permit is under the student's sole responsibility, and any loss or theft must be reported immediately to Student Services. Modification of study progression may result in cancellation of the permit and school insurance.

Information Technology - Hardware

Students are advised to ensure that their machines match the minimum specifications as recommended by the IT Support Team – see the Information Technology Equipment policy. Latest update of this document available on: [www.lesroches.edu \(http://www.lesroches.edu/target/accepted-students/computer-policy\)](http://www.lesroches.edu/target/accepted-students/computer-policy)

Please note that only English language software can be used. Failure to abide by this requirement will result in the laptop being barred from connection to the school network until it complies with the minimum specification.

Students who submit their machine for repair to the IT Support Team must agree to abide by the Computer Policy drawn up by the IT Support Team.

Students are responsible for ensuring that computer hardware is in perfect working order at all times, and software installed on the machine is updated in accordance with the IT Policy.

Please note for School purchased machines, hardware damage or other malfunctions resulting from personal misuse are not covered by the maintenance service provided by the School.

Information Technology - Software

Copying software covered by a copyright is illegal. The School shall not be responsible for any damage, copyright or license violation related to software not purchased from the School.

Computer Virus Infections

It is strongly recommended that professional licensed anti-virus software is installed on personal machines. It is the student's responsibility to ensure that their machine is adequately protected against viruses by regularly updating their software.

Internet

Students have access to Internet whilst at school and are provided with an e-mail address at the beginning of their studies, see the student internet policy for more details. Please note that a policy is in place to block access to certain sites of specific content.

Social Media

Students are expected to behave in a professional and mature way when communicating on any social media platform. Students who fail to demonstrate ethical and professional behavior can be disciplined by the school for misconduct.

Restaurants

Students will be denied entry into restaurants if not dressed and groomed according to the school's Standards of Excellence and each restaurant's corresponding dress code. Business dress must be worn in the Market Place / Banquet and à la Carte dining rooms / Tacot Restaurant during the week. Casual clothes may be worn in the dining rooms / restaurants between 18:00 and 06:00 every day. Students' belongings need to be placed in the locker rooms and cannot be left on the lounge area at the entrance of the restaurants.

Students are expected to behave in a mature, orderly and dignified manner in accordance with the hospitality standard and expectations. Failure to do so may result in the student being asked to leave the dining area, not being allowed to return to the restaurant and losing disciplinary points as stated in the school's Standards of Excellence.

The following are not allowed in the dining rooms but may be left in the locker rooms:

- ▲ laptops / briefcases
- ▲ hats / sunglasses
- ▲ books / newspaper / letter
- ▲ scarves
- ▲ knife sets
- ▲ mobile phones
- ▲ bags
- ▲ coats / jackets
- ▲ winter boots

Attendance at Meals

Meals are taken at student's discretion.

Presentation of student card is mandatory to access the Campus restaurants. Depending on the meal plan that has been purchased, access will be allowed. Please note that misusing the student card or failure to present it when entering the restaurants will result in charge of the meal.

Visitors and Invitations to Meals

Students' friends and family will be welcomed to dine at any of our restaurants when they visit Les Roches and will benefit from special meal rates. Bill will be presented at the end of the meal in all restaurants and immediate settlement is expected. We accept cash in all outlets and credit card payments only in CDV and Tacot Bar and Restaurant.

For details on pricing, restaurants' rules and regulations, billing procedures, please visit: www.lesroches.menu.

Visitors other than parents are also welcome to come into school for meals. The same direct billing procedure applies in all restaurants and bars (there is a limited list of staff that are authorized to post charges in house accounts). Visitors should also dress and groom according to each restaurant's corresponding dress code.

Restricted Areas

- ▲ Kitchens and stillrooms are only accessible to on-duty students.

Accommodation / Residential life on campus

- ▲ Rooms are to be kept tidy.
- ▲ Noise must be kept to a minimum everywhere. Swiss Regulations forbid loud noise between 22:00 and 07:00. Violators can be charged for "breach of the peace".
- ▲ Posters, flags, photos, drawings or any other kind of decorations cannot be hung on room walls or on balconies. Notice boards are provided in the rooms for that purpose.
- ▲ Domestic pets are not welcome on the campus.
- ▲ For safety reasons, hair dryers must not be used in the bathrooms or showers.
- ▲ Valuables should be kept in the room safe.
- ▲ Candles, cooking appliances are forbidden in the rooms.

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- ▲ Smoking is strictly prohibited in all areas of the school building and all dorms. Students that are caught smoking in their rooms may incur a charge of 200.- CHF, in order to have the air in their room purified.

Students are allowed to drink alcohol in their rooms. However, drinking alcohol must be in moderation. As responsible adults, we expect students to adhere to the rules. Students who violate the Standards of Excellence of the school, due to excessive alcohol, will have punitive action taken against them.

For reasons of security, peace and quiet, Les Roches students who are currently enrolled in this semester can visit you in your room from 08:00 until 22:00. **OUTSIDE THESE TIMES YOU CAN ONLY INVITE STUDENTS LIVING IN YOUR BUILDING.** Visitors can be met in the public areas, lounges, lobbies, and study halls. This rule also applies to students wishing to study or work together. **FAILURE TO FOLLOW THIS RULE COULD LEAD TO DISCIPLINARY ACTION BY THE SCHOOL.** Given the serious security aspect of this standard, **ANY VIOLATION CAN LEAD TO IMMEDIATE EXPULSION FROM THE DORMS. For the same security reasons, except for students' parents, non-Les Roches student visitors are strictly forbidden in the residence buildings at all times.**

Card operated washing machines and ironing facilities are available at residences. Underwear and socks may be washed in rooms but must not be left soaking in the bath. No items of clothing are to be hung from windows or balconies. Ironing boards are to be used only in the areas where they belong.

As a good safety practice, all radios, lights and other electrical appliances are to be switched off when leaving the room. Rooms are not meant, nor equipped, for cooking for hygiene and safety reasons. Fruit, biscuits and sweets may be kept in rooms, but any other food, drink items or cooking utensils cannot be kept in the room, on the window ledges or balconies and could be removed by the housekeeping team. School cutlery, crockery and glasses must not be removed from the main building.

Concerning the heating system in the accommodation, the Maintenance is responsible for modifying the temperature of the room. Private portable heaters, electric or otherwise, are not allowed in student rooms.

Students who disrespect the Standards of Excellence, related to living on campus accommodation buildings can be asked to leave the campus. In these situations, at the discretion of the CEO, they may be able to continue their academic studies. However, they must find alternative accommodation off campus. Students who are asked to leave campus accommodation are not entitled to a refund. In addition, any student found in campus accommodation after being asked to leave the accommodation will be expelled from the school due to misconduct.

Students personal belongings are insured up to a value of 20'000.- CHF. If a student feels this amount is insufficient they must arrange additional personal items insurance coverage with their own Insurance Company.

Important Notice

- ▲ The school declines all responsibility for articles or money stolen if the above recommendation is not followed.
- ▲ The Executive Housekeeper prior consent is required in order to change the furniture layout in a student accommodation.
- ▲ For insurance and security reasons, students can only change rooms with permission from the Student Accommodation Officer.
- ▲ The Executive Housekeeper must be informed of any breakages, malfunctions or complaints about a room.
- ▲ Bicycles, skis, boots and ski poles must be stored in the storeroom of each building. Suitcases should be stored in the allocated storeroom in each residential building.
- ▲ In order to ensure proper implementation of the above Standards, the Executive Housekeeper will periodically check bedrooms and cupboards.
- ▲ All buildings are closed daily from 23:00 to 06:30.

Storage Service

An external company is mandated by the school to take care of our students' belongings. The storage fee is at the charge of the student and conditions are available at the reception.

Laundry Facilities

The school provides a free laundry service for all practical uniforms in both service and kitchen located in the CDV building. In general, the School chambermaids change bed-linen weekly. Private bed-linen cannot be washed. Details of the laundry opening hours and procedure are available at check-in. Personal items can be washed in the washing machines and dryers in student accommodation or at the CDV school laundry.

In addition to the services offered at the CDV laundry. We also offer a dry cleaning and private laundry service, Drop off and pick up point is in the main school. For more details please ask at the reception.

Smoking

- ▲ Smoking is strictly prohibited in all areas of the school building and all dorms. Students that are caught smoking in their rooms may incur a charge of 200.- CHF, in order to have the air in their room purified.
- ▲ Students wishing to smoke can do so outside of the school building and dorms, however, smoking is not permitted at the main entrance to the school or any area at the front of the school. Violation of non-smoking rules and disrespect for the environment may lead to behavior points deduction.
- ▲ Smokers who wish to give up may seek assistance from the school nurse.

Room Assignment

All new and returning students will be invited to make their room booking using the online Housing Platform. Students who fail to book their accommodation using the online Housing Platform will be randomly allocated a standard double room. Single rooms are limited and get booked up fast so please don't hesitate to make your booking. All rooms will only be fully confirmed on receipt of complete payment.

Students in MBA, Mhl, BBA 6 & 7, GB 7 and PGD have the option of requesting 'off campus' accommodation using the online Housing Platform. Failure to register off campus accommodation on the Housing Platform before the deadline will result in the Lodging Department allocating you on campus accommodation and you will receive an invoice for standard double accommodation. Any last minute exceptional changes will incur an administration/cancelation fee.

Residential life at Les Roches incorporates housing options in Bluche and in the Crans-Montana resort. Due to early morning and late evening practical commitments, first and second year students will be primarily accommodated in the school-owned, on-campus halls of residence in Bluche village.

The school cannot provide accommodation for married couples; they are responsible for finding their lodging in the surrounding villages.

Deposit

The deposit is a provision held against damage, be it intentionally or negligently caused, to any asset belonging to the school. The students share a collective responsibility to ensure that school property is treated with respect. The students account could be charged for both individual and collective responsibility which relates to the charge for general damages in the accommodation buildings.

Requests for advances to be made against the deposit cannot be entertained. Deposits are refunded by bank transfer to the financial sponsor within three months after the end of the studies. Students are contacted during their last semester on campus and are responsible for following the refund procedure given. Deposits are refunded in full, or partially once all bills have been settled.

C. DISCIPLINE - ABSENCES, APPEARANCE AND BEHAVIOR

Due to the fact that students are adults, by default, no communication of absence, behavior or grade will be shared with Parents/Sponsors automatically. If, for any reason, the Parents/Sponsors wish to obtain such information, it is recommended that they request the information from the students directly as our students all have access to such record during their stay on campus.

If the Parents/Sponsor wishes to obtain the information directly from the Academic Services Office, a signed authorization letter from the student concerned will be required. Such authorization will include all elements described in this document, i.e. Absence Behavior and Semester Interim grades. Final grade of the semester is not included in this procedure as it cannot be shared until the Progression/Award Board confirms it at the end of each semester. The authorization will be valid for the running semester only and once submitted, it cannot be revoked during the rest of the semester. All previous authorization will be automatically void when a new academic semester begins.

For students under 18 years old, The Parents/Sponsors of the student concerned will be regularly informed of his/her academic results, absences of courses and behavior problems until the student reaches 18 years old.

Discipline is registered in two distinct areas: appearance and behavior. At the beginning of each semester, discipline has an initial value of 6.0. Points are deducted at the discretion of the teacher or staff members for appearance and behavior outside the expected standards. The amount of points deducted will depend on the seriousness of the incident(s) in question. In addition, the Head of Security is entitled to deduct points from a student with regard to disciplinary issues reported by the out-of-hours security guards.

Warning letters are distributed to the students when the discipline mark falls to:

- ▲ 5.0 or less
- ▲ 4.4 or less

Should the discipline mark falls below 4.0 the student will be suspended. In this situation, the whole semester will be invalidated and the student will have to repeat it in its entirety. No grade will be awarded for academic studies taken place during the suspended semester.

Suspension/ Expulsion

The Academic Management reserves the right to modify the suspension regulation on a semester basis for purpose of maintaining academic excellence.

In the event of misconduct or serious violation to the code of conduct and personal ethics requiring further inquiry, the CEO may suspend the student for the time necessary to complete the said inquiry. In such a case the CEO may request that the student leave the campus. Furthermore, the student may not attend any course.

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

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

The CEO can expel or suspend a student if either their work and/or conduct is unsatisfactory, both in and out of school and in the school accommodation.

Students will be immediately suspended or expelled from the school by the CEO notably in cases of:

- ▲ Use or possession of drugs
- ▲ Theft
- ▲ Misconduct
- ▲ Drunkenness in class or on duty, or in any circumstances

Any involvement in illegal activities or violation of Swiss Law is dealt with accordingly by the CEO.

Students who are suspended or expelled have the semester invalidated and will receive no academic grades or credits.

Note: The use or possession of drugs is illegal in Switzerland. Violation of this law could also lead to the immediate expulsion from the country.

List of illegal drugs in Switzerland:

- ▲ Cannabis
- ▲ Opiates and all their derivatives (opium, morphine, heroin)
- ▲ Cocaine
- ▲ LSD, Mescaline, Psilocybin
- ▲ Crack
- ▲ Hallucinogens
- ▲ Ecstasy

The school reserves the right to amend the above list when necessary and according to new substances becoming available. Students may have a maximum of six bottles or cans of beer in their rooms and two bottles of wine. Spirits are not allowed. Drinking must be in moderation. Failure to adhere to these requirements will result in disciplinary action being taken. If students are expelled or suspended from school, the published refunds policy, with regard to school fees, will apply.

Prevention and Testing of Stupefying Products

Les Roches is sensitive to the problem in today's society of the dependence on stupefying products and wishes to take an active role in the prevention of their abuse by students, either through group-training schemes, or on an individual basis.

The Swiss penal code forbids consumption, possession and / or any form of distribution / selling of drugs. It makes no distinction between those drugs known as "soft" drugs and those known as "hard" drugs. Les Roches follows the same principles and forbids any form of drugs. Possession of, or traffic of, drugs inside, as well as outside of the School, is strictly forbidden. The School will cooperate with the local police to conduct unscheduled inspections for illegal substances in our student lodging at least once per semester. Les Roches reserves the right to take legal action if necessary. This rule applies throughout the entire period of time the student is registered and under the School's responsibility, whether in Switzerland or elsewhere.

Drug Testing Procedure

The CEO will provide the School Nurse with the names of the students who will be requested to undergo a drugs test. The School Nurse will then ask the student to visit the infirmary. The School Nurses are the only persons in the campus authorized to perform the tests which will

normally be a urine or a saliva test. Les Roches also reserves the right to request the student to provide a blood sample. In exceptional cases, the CEO may also request a hair sample is provided for analysis.

The student who has been requested to visit the Nurse for a drugs test will not have his/her absences credited against him/her. In addition to the drugs test the School Nurse will seek to determine if any other products (medicines) could have been taken, therefore influencing the results one way or another. If this is the case, the student will be asked to present the evidence pertaining to the consumption of these other medications within 24 hours.

A laboratory appointed by the school will analyze the samples supplied and will then communicate the results of the tests to the CEO. Depending on the circumstances, related to the use of illegal drugs, the school reserves the right to either suspend or expel the student from the institution.

Students who refuse to present a requested sample will immediately be asked to leave the school and their semester will be invalidated. Moreover, the student would not be allowed back into the school.

Sexual Harassment

Les Roches Switzerland is committed to providing an environment that is free of sexual harassment and all forms of sexual violence and intimidation. On our Les Roches campus, we have many different cultures and backgrounds. It is important that we know that what is acceptable behavior to one person may be unacceptable to another. Reports of sexual harassment are taken seriously and will be dealt with promptly. Where sexual harassment has occurred, Les Roches Switzerland will act to stop the harassment, prevent its recurrence, and discipline and/or take other appropriate action against those responsible which includes all students, staff and faculty of Les Roches Worldwide.

Sexual violence, including rape, sexual assault, and domestic and dating violence, is a form of sexual harassment. In addition, the following behaviors may violate our sexual harassment policy:

- ▲ Observing, photographing or videotaping sexual activity or nudity without the knowledge and consent of those involved
- ▲ Sharing videos or recordings of sexual activity or nudity without the knowledge and consent of all recorded parties and recipient(s)
- ▲ Sexual advances, whether or not they involve physical touching
- ▲ Commenting about or inappropriately touching an individual's body
- ▲ Lewd or sexually suggestive comments, jokes, innuendoes, or gestures
- ▲ Stalking

If you feel you are a victim of sexual harassment, we encourage you to speak up. All reports or complaints of sexual harassment will be subject to the highest levels of confidentiality and information will be shared only on a "need to know" basis during any investigation. Two campus officials have been designated key points of contact for reporting sexual harassment complaints:

- ▲ The CEO Les Roches Worldwide (sonia.tatar@lesroches.edu) 079 958 07 95
- ▲ The Head of Security and Safety (patrick.fleury@lesroches.edu) 079 773 2731

Confidential counseling, emergency response and medical support are available to assist you. You can choose the resources you're most comfortable contacting. You are not alone -- there are people who can help you. For more information on sexual harassment, please review our detailed policy which can be accessed through this link: <http://lesroches.edu/policies/sexual-harassment>

D. FIRE PREVENTION ADVICE

- ▲ Students are strongly recommended to become familiarized with the different emergency exits and fire-fighting equipment available in the residence halls.
- ▲ When the fire alarm rings students must not panic but follow the instructions given by teachers, class representatives or staff.
- ▲ Windows must be shut. Doors must be shut but not locked.
- ▲ In the main building students must WALK out of the building quickly and calmly and go to the meeting point at the soccer field and wait for information. In event of heavy snow, go to St François parking.
- ▲ At night, students must wake up friends, get dressed and prepare to evacuate quickly and calmly. Once they have left the building students must wait for further instructions.

E. GRIEVANCE PROCEDURES AND NON-ACADEMIC APPEALS

Grievance Procedure

Les Roches strives for integrity and fairness. If a problem arises, students should contact the person responsible first. Faculty Members, Staff Members, Program Managers, Deans or the CAO Les Roches Worldwide will also be willing to assist if necessary.

Students should make an appointment to see the CEO if a grievance continues as he has specific duties and responsibilities in these circumstances.

Non-academic Appeals

All appeals pertaining to disciplinary sanctions, suspensions or expulsions from the school or non-admittance to final exams must be addressed in writing to a member of the Les Roches Governing School Board, accompanied by a payment of 500.- CHF and sent to the CEO within 10 days of receipt of the sanction. There is a fee of 500.- CHF to be paid in order for the appeal to be considered. If the appeal is rejected the 500.- CHF is not reimbursed.

The Appeals Commission consists of the following members:

- ▲ An external lawyer
- ▲ The CEO
- ▲ A member of the Les Roches Governing School Board
- ▲ An external expert in professional education

The Commission normally meets twice per year and their decision is binding.

Equal Opportunity Policy for Students

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

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

The Institution will seek to ensure that:

- ▲ Its publications reflect the policy.
- ▲ Program admissions requirements are free from unnecessary barriers.
- ▲ Selection procedures are operated fairly
- ▲ Teaching and Learning materials produced in the college are free from stereotypes.
- ▲ Assessment procedures are fair for all candidates and allow impartial opportunities for students to demonstrate their potential.
- ▲ Services and access to them is assured.

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

"If you feel that you have been discriminated against after using all the internal processes, you may take your complaint to an independent Equal Opportunities Ombudsman; Mrs. Rossella Cosso. You must take this action within 5 working days and submit a comprehensive file relating to the complaint at: rossella.cosso@cdl.ch."

F. CARS

Insurance

Students must ensure they have proper and valid insurance if they wish to run a car or motorbike whilst at school. The school declines all responsibility in the event of an accident. The school insurance does not cover injuries due to accidents.

Registration

Cars, whether rented or owned privately, need to be registered with the Head of Security as soon as brought on campus.

Parking

All parking spaces for students are assigned in lots adjacent to PFB, CDV, Rocailles, Peter's Farm and Les Cheminots (500.- CHF per semester). Parking spaces in front of the school, adjacent to the receiving entrance and beside the sports field, are reserved for the administration, faculty, staff, visitors and purveyors. The school reserves the right to place a wheel clamp on cars that are not parked in their allocated location. A 100.- CHF fee will be charged for the removal of the wheel clamp. Parking spaces are allocated on a first paid first served principle.

G. OPEN DOOR POLICY

Program Managers, Staff Members and Faculty Members assist and guide students so that they may have a safe and beneficial time at Les Roches. They deal with virtually all students' questions or concerns.

There may be something so personal or sensitive, however, that students need to speak directly to the CEO Les Roches Worldwide, CAO Les Roches Worldwide, Deans, Nurse or Student Counselor.

H. FINAL DISPOSITION

The Board and the School Commission reserve the right, at all times, to make amendments according to circumstances, without giving prior notice.

21. ALUMNI ASSOCIATION

All graduated students from Les Roches are welcome to become members of the Les Roches Global Alumni Association.

The mission of the Global Alumni Association is:

- ▲ to provide opportunities for professional growth and social interaction among its members
- ▲ to create a long-lasting and mutually beneficial relationship between Les Roches and its alumni
- ▲ to maintain Les Roches' leading position in providing the hospitality industry with highly qualified professionals

All registered members receive the following services:

- ▲ An amazing Global Alumni Platform which you can find at **alumni.lesroches.edu**. On this platform graduates can find exclusive job offers, information about upcoming world-wide and campus alumni events, exciting alumni news, and other great ways to reconnect with their classmates.

MADEINLESROCHES.COM

Les Roches alumni who have founded their own business are warmly invited to create a profile on MadelnLesRoches.com. This interactive directory is open to the public and showcases the talent of entrepreneurial alumni around the world.

22. ADMINISTRATORS, FACULTY AND STAFF

A. LES ROCHES SCHOOL GOVERNING BOARD

Dr. Alberto Godenzi	President and Chair Special Advisor to the President for Global Engagement, Boston College, MA, USA
Mr. Claudio E. Casanova	Manager, Grand Hôtel du Golf & Palace, Crans-Montana, Switzerland
Mr. Francis Clivaz	Les Roches Founder
Dr. Julia M. Watkins	President Emerita, American University, Bulgaria
Mr. Benoît-Etienne Domenget	Chief Executive Officer Sommet Education
Dr. Fabien Fresnel	Chief Operating Officer Sommet Education
Mrs. Stephanie Furlough-Morris	Chief Financial Officer Sommet Education

B. ADVISORY BOARD

President:	Mr. Claudio E. Casanova	Manager, Grand Hôtel du Golf & Palace, Crans-Montana, Switzerland
Members:	Mr. Yves Rey	Representative of Dept. of Education, Canton of Valais, Switzerland
	Mr. Viktor Borter	Representative of Dept. of Education, Canton of Valais, Switzerland
	Mr. Markus Schmid	President, "Association Hôtelière du Valais", Switzerland
	Mr. Maurice Clivaz	Hotelier
	Mrs. Sonia Tatar	CEO Les Roches Worldwide
	Mr. Patrick Béro	Director, "Association Hôtelière du Valais", Switzerland

C. ADMINISTRATION

C.1. Management

CEO Les Roches Worldwide (Chief Executive Officer)	Mrs. Sonia Tatar (DEA)
Executive Assistant	Ms. Carole Brumann
CAO Les Roches Worldwide (Chief Academic Officer)	Dr. Nicolas Graf (MBA, PhD)
Chief Financial Officer Les Roches Worldwide	Mr. Stelios Pappas (MBA)
Director Operational Support Les Roches Worldwide	Mr. Anton Würsch (NLP, Swiss Federal Diploma)

C.2. Academic

Dean of Graduate School, Program Manager	Dr. Dimitrios Diamantis (BA (Hons), MSc, PhD)
Dean of Undergraduate School	Mr. Colin Small (MBA)
Global BBA Program Manager	Dr. Sanjay Chib (MSc, PhD)
PGD Program Manager	Mr. Frank Gueuning (MBA)
BBA 1 Academic Program Manager	Mr. Bertrand Crettol (CHE)
BBA 2 Academic Program Manager	Dr. James Jones (PhD)
F&B and Practical Program Manager	Mr. Philipp Koechli
BBA 4 Program Manager	Mr. Javier Del Sol (MBA)
BBA 6 & 7 Program Managers	Mr. Wolf Gerstkamp (BA, MBA)
General Education Program Manager	Ms. Alison Lochhead (MA)
General Education Assistant Program Manager & Intensive English Program Leader	Mr. Jonathan Meehan (BA)
Foreign Languages Coordinator	Mrs. Andrea Andrioli-Jiriti

C.3. Support Services

Academic Quality Manager - International Campuses	Mrs. Wendy Grimont
Academic Secretary	Mrs. Julie Passera
Academic Secretary & Technical Assistant	Mrs. Isabelle Boisseau Sculati
Branch Campus Academic Assistant & F&B Administrative Assistant	Mrs. Lisa (Beina) Zhu
Global Career Services & Alumni Manager	Mr. Matthieu Mioche
Senior Career and Placement Counselors	Mrs. Stephanie Ruiz de Jongh Mr. James Yeung
Career and Placement Counselor	Mr. Avgoustinos Souridis
Alumni Coordinator	TBC
Digital Learning Coordinator	Mrs. Julie Hodgson
EdTech Director	Mr. Paul Hodgson
Accommodation and Housekeeping Manager	Mrs. Joceline Favre - Bulle
Global Head of Industry Relations Les Roches Campuses	Ms. Clémentine Rouan
Industry Relations Coordinator	TBC
Industry Relations Assistant	Ms. Orsolya Klara Szaz
Head Librarian	Mrs. Mirna Chaaya Cartini
Head of Security	Mr. Patrick Fleury
HR Business Partner	Mr. Thierry Varone
HR Officer	Mrs. Nuria Fabrego Ginebra
IT Business Relationship Manager	Mr. Mark Aston
Marketing and Internal Communications Specialist	Mrs. Diana Giudice
Nurses	Ms. Irina Bilhete Ms. Hind Mahmoudi
Reception Team Leader	Mr. Mauro Grassi
Receptionists	Mrs. Sabina Avedisova Ms. Charlene Lancellotti
Registrar and Admissions Officer	Mrs. Helen Ye-Ernotte
Deputy Registrar	Ms. Emilie Gillioz
Academic Services Officer	Ms. Coralie Rudaz
Junior Academic Services Coordinator	Mr. Josip Majhen
Academic Services & Internship Coordinator	Mrs. Joanne Norris-Smith
Admissions Officers	Ms. Fanny Savioz Mr. Adrian Zurczak Mr. Mauro Morganella
Sports and Events Coordinator	Mr. Tom Van der Meij
Student Services Team Leader	Mr. Damien Fehlmann
Student Accounting Team Leader	Mr. Pascal Métrailler
Student Accounting Officers	Mrs. Sabrina Fournier-Buisine Ms. Miriam Martinez Gonzalez Mr. Simon Dayen
Student Administration Officer	Ms. Danielle Nendaz
Student Counselor	Mrs. Androulla Aston
Student Services Officers	Mr. Alexander Small Ms. Rosine F. Rey

D. FACULTY

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

FULL AND PART-TIME FACULTY

Aiosi, Vincenzo

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

Andrioli Jiriti, Andrea

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

Angevin, Frederic

Lecturer in Culinary Arts since 2017. An award winner of the Best Chef, Escargot Restaurant, USA, (2001).

Avila, Franc

Associate Professor of Practice in Events Operations and Project Management, Events marketing, Culinary Events, Events and Support Technology and Economics since 2010. MSc, Leeds Metropolitan University, UK, 2001. Registered for a DBA with University of Liverpool, UK.

Ays, Franz

Lecturer in Culinary Arts since 2007. CHE Tafe College, Australia, 1996. Zertifikat zur Ausbildungseignungsprüfung, von der Industrie und Handelskammer, Germany, (1971).

Bérard, Gisèle

Lecturer in French, since 1982. Licence d'enseignement d'anglais, Université de Nice, France, (1978).

Beyer, Nicolas

Lecturer in Pastry Culinary Arts since 1992. CHE; CAP Pâtissier-Confiseur-Glacier, France, (1978). Confiseur-Pâtissier-Glacier diplômé, Switzerland, (1998). Brevet fédéral de formateur d'adultes, Switzerland, (2011).

Bezzi, Patrick

Lecturer in Culinary Arts since 1995. Disciple of Auguste Escoffier. CHE; Executive Master Chef with Advanced Federal Diploma of Professional Education and Training, Switzerland, (2004). WACS Global Master Chef, (2004).

Buisine, Martin

Lecturer in Pastry Culinary Arts since 2009. CAP Pâtissier-Chocolatier-Glacier-Confiseur, LEP Notre Dame de la Providence, France (1987). Formation Complémentaire en Chocolaterie et Glace, LEP Michel Servet, France (1989).

Campione, Riccardo

Assistant Professor of Practice in Entrepreneurship and Revenue and Pricing Management since 2015. BA in Business Administration with Marketing concentration, John Cabot University and University of California, Italy and USA, (2001). Master in Hospitality Finance, Hilton Worldwide Corporation, (2003). Certification in Executive Leadership, Ashridge Business School, UK, (2005). Certification in Revenue Management in Cornell University, USA, (2007).

Carlson Blatti, Kirstin

Lecturer in English since 2007. BA in Linguistics, University of Colorado, USA (1990). MEd in Applied Linguistics, Open University, UK, (2010).

Chib, Sanjay

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

Christen, Bruno

Lecturer in Culinary Arts since 2003. CHE; Certificat fédéral de capacité, Switzerland, (2003). Eidg. Fachausweis für Erwaschenbildung, Switzerland, (2010).

Conchon, Yoann

Lecturer in Culinary Arts since 2017.

Crettol, Bertrand

Senior Lecturer in French since 1993. CHE; Licence en Lettres (Master in French Literature), Université de Fribourg, Switzerland, (1992).

Cunningham, Joanne

Lecturer in Accounting and Science and Culture of Gastronomy, since 2011. Graduate Diploma in Nutrition & Dietetics, Queensland University of Technology, Australia (1981). MBA, Queensland University of Technology, Australia, (1993). Graduate Diploma in Hospitality Management, DCT, Switzerland, (1994).

Darioly Carroz, Annick

Assistant Professor in Research Methods, Leadership and Psychology since 2013. BSc in Psychology, University of Lausanne, Switzerland (2003). MSc in Work and Organizational Psychology, University of Neuchatel, Switzerland, (2005). PhD in Work and Organizational Psychology, University of Neuchatel, Switzerland, (2011).

De Viti, Stefano

Lecturer in Culinary Arts since 2002. CHE; Brevet fédéral de Chef Cuisinier, Switzerland, (2000). Brevet fédéral de formateur d'adultes, (2009). Registered for a MBA, University of Liverpool, UK.

De Vulpillières, Patrice

Lecturer in Service Operations since 2009. BAC Pro en Hôtellerie Restauration, Ecole Hôtelière, France, (1990). Diplôme de Technico-commercial de la Vente du Vin, Université du Vin, France, (1995). Diplôme de Sommelier-conseil, Université du Vin, France, (1996). Laureate Online Certificate in Teaching & Learning in Higher Education, (2013). Registered for a MEd with University of Roehampton, UK.

Del Sol, Javier

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

Di Donna, Joe

Associate Professor of Practice in Marketing since 2010. MA in Political Sciences specialized in Sociology, Università degli Studi di Milano, Italy, (1987). Registered for a PhD with University of Lausanne.

Di Monte, Ruggiero

Lecturer in Service Operations since 2015. Diplôme d'Hospitalité, Restauration et Bar, Ecole Hôtelière Armando Perotti-Bari, Italy, (1980).

Dunn, Sarah

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

Ebner, Evelyn

Lecturer in Spanish since 2008. BA in Spanish, University of Paranavai, Brazil (2002), PGC in Spanish, SOET University, Brazil (2003). Diplôme Assistante en Tourisme (BF), HES à Sierre, Switzerland, (2010).

Eeckels, Bruno

Associate Professor in Finance and Data Analysis since 2007. BA in History, Université Libre de Bruxelles, Belgique, (1994). MBA, University of Louisville, Kentucky, USA (1999). PhD in Finance, Bournemouth University, UK, (2013).

Favre, Marlyse

Lecturer in Service Operations since 1995. CHE; Diplôme de l'Ecole Hôtelière de Genève, Switzerland, (1987). Diplôme de Gestion en Intendance (2005). Brevet fédéral de Formateur d'adultes, Switzerland, (2011).

Francis, Inna

Lecturer in Hospitality Managerial Accounting and Mathematics since 2016. PGD in Social Science (Economics, Statistics, Money and Banking), University of Birmingham, UK, (1992). MS in Economics and Financial Management, Queensland University, Australia, (1993). MBA in Technology Management, Deakin University, Australia, (2001).

Fuchs, Diana

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

Gamberoni, Alexandre

Senior Lecturer in Organizational Behavior since 2004. Technicien supérieur en restauration, Lausanne Hotel School, Switzerland, (1989). MBA, University of Liverpool, UK, (2010).

Garcia Sánchez, Pablo

Lecturer in Facilities Management, Sustainable Facilities Management, Scientific Principles of Human Nutrition and Customer Service and Satisfaction since 2009. Haute Cuisine and Kitchen Management Diploma, La Consula, Spain, (2001). Formador de Formadores (Specialization in teaching), University of Vigo, Spain, (2003). F&B Management Diploma, University of Malaga, Spain, (2004). CHE, American Hotel and Lodging Association, USA, (2005). MBA in Business Administration, University of Liverpool, UK (2013).

Gardini, Denise

Lecturer in Rooms Division Operations since 1998. CHE; BA (Hons) in French, Manchester University, UK, (1979). MEd, Open University, UK, (2009).

Garnier, Jean-Hubert

Lecturer in Culinary Arts since 2014. CAP de cuisine, Lycée Hôtelier de Nice, France, (1984). B.T.S. en Hôtellerie et Restauration, Lycée Hôtelier de Biarritz, France, (2009)

Gautier, Jean-Marc

Lecturer in Culinary Arts since 2009. B.T.S. Top cooking degree and hotel management degree, ESITEL, France, (1989). Diplôme fédéral de Chef de Cuisine, Switzerland, (2014).

Germanier, Rachel

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

Gerstkamp, Wolf Magnus

Assistant Professor of Practice in Leadership & Human Resources since 2010 and MBTI Qualified Practitioner. MBA in Hospitality Management Finance, Universidad Europea de Madrid in partnership with Les Roches International School of Hotel Management, Switzerland, (2007).

Gueuning, Frank

Associate Professor of Practice in Accounting and Revenue Management since 2008. CHE ; Diplôme Supérieur en Hôtellerie Restauration, Ecole Hôtelière de Lausanne, Switzerland, (1985). PGD in Hospitality Management, University of Derby, UK, (2006). MBA in Accounting & Finance, University of Liverpool, UK, (2011).

Gustavsson-Crettenand, Ewonne

Lecturer in English Skills and Effective Writing. Master in French 2nd language and English, Karlstad University, Sweden, (1994). Diploma in upper secondary teaching, Orebro University, Sweden, (1995).

Hassan, Bilal

Assistant Professor of Practice in Events Management, Health & Wellness Management, Project & Contract Management, Applied Business/ Research Projects, Leading Multi National Teams since 2016. PGD in Hospitality Administration, IHTTI School of Hotel Management, Switzerland, (2002). MBA in Planning New Business Ventures, Oxford Brookes University, UK, (2015). Leadership & Management Program, Ecole Hôtelière de Lausanne, Switzerland, (2015).

Häubi, Della

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

Hodgson, Paul

Lecturer in Digital Marketing, Finance, Entrepreneurship and Technology since 2009. CHE; BA (Hons) in Accountancy & Finance, University of Lincoln, UK, (1991). MSc Information Technology, University of Liverpool, UK, (2012).

Huet, Samuel

Lecturer in Culinary Arts since 2009. BEP Cuisine, Ecole Hôtelière Le Mans, France, (1990). CAP Cuisine, Ecole Hôtelière Le Mans, France, (1990). CAP Service-Employé de Restaurant, Ecole Hôtelière Le Mans, France, (1991). Baccalauréat Professionnel de Restauration, Académie de Nantes, France (1992). Formation Complémentaire Pâtisserie-Boulangerie, Ecole Hôtelière Saumur, France, (1993). Brevet fédéral de Chef de Cuisine en Hôtellerie et Restauration, Switzerland, (2011). Brevet fédéral de Formateur d'adultes, Switzerland, (2016).

Imboden, Alain

Associate Professor in Research Methods and Tourism Studies since 2006. Dissertation Coordinator. PhD in Sociology, Uppsala University, Sweden, (2005).

Jones, James

Senior Lecturer in Healthy Lifestyles and Nutrition since 2008. CHE; PhD in Nuclear Magnetic Resonance of Silicon Containing Compounds, University of East Anglia, UK, (1979).

La Sala, Nicola

Lecturer in Service Operations since 1990. CHE; Maîtrise fédérale de Maître d'Hôtel, Switzerland, (1985). Diplôme de Service du Vin pour Sommelier (degré 3), Haute Ecole de Viticulture et Oenologie, Switzerland, (2006).

Leaney, Michael

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

Letti, René Luca

Lecturer in Culinary Arts since 2016.

Lochhead, Alison

Senior Lecturer in English, Communication, Tourism and Culture and Ethics in Society since 2000. MA in English Language and Literature, Aberdeen University, UK, (1976); PGCE, University of North Wales, Bangor, UK, (1982). MEd in Management of Tertiary Education, Stirling University, UK, (2011). Laureate Certificate in Academic Integrity and Ethics in Course Development, (2015).

Macarrao, Ebru

Lecturer in Service Operations since 2011.

Macarrao, Paulo

Lecturer in Service Operations since 2009. Certificate of Hospitality Supervisor, The American Hotel & Motel Association, USA, (2005).

Magada, Michel

Lecturer in Culinary Arts since 2016.

Marquez Rodriguez, Neftali

Lecturer in Culinary Arts since 2017.

Marshall, Thomas

Associate Professor in Marketing since 2008. DBA in Marketing and Management, Pace University, NYC, (2006).

McGlade, Bernadette

Lecturer in Rooms Division Management since 2007. City and Guilds 709, Hotel Reception and Bookkeeping (1979). 30 years' hotel experience in various Executive Level Management positions specializing in Operations Manager and Rooms Division Manager roles.

McIntosh, Trevor

Lecturer in Writing Skills, Professional English and English for Hospitality English since 2012. BA (Hons.) in Business Studies, Kingston-on-Thames Polytechnic, UK, (1976). Certificate in English Language Teaching to Adults, Academy of English, University of Cambridge, UK, (2007).

McMath, Nicola

Lecturer in Mandarin since 2011.

McMath, Steven

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

Meehan, Jonathan

Lecturer in English, Communication and Aesthetics Expressions since 2008. Licence-ès-Lettres Modernes, Université de Bourgogne, France (1998). BA (Hons) French Studies, University of Manchester, UK (1999).

Mottier, Ewa

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

Müller, Benedicta

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

Nikitopoulos, Dina

Lecturer in English, Philosophy and Literatures since 2009. BA in English Literature, San Francisco State University, USA, (1986). Teaching Credential-English, San Francisco State University, USA, (1991). MA in literature, Open University, UK, (2014).

Ninan, Mariam

Senior Lecturer in English, Sociology, International Politics, Culture Studies and Contemporary History since 2000. BA in Psychology, Women's Christian College, India, (1984). Diplôme en études de développement, IUED, Switzerland, (1987).

Olsson-Duc, Ann

Lecturer in French since 2007. MA in Language Education (French/Swedish), University of Gothenburg, Sweden, (1987).

Pereira, Joao

Lecturer in Service Operations since 2009. Certificate in Service, Portugal, (1977).

Puhr, Ruth

Senior Lecturer in Theatre Studies and Drama and Words and Images since 2006. MA in Music, Durham University, UK (1993). MSc in Information Technology, Durham University, UK, (1995).

Pulfrey, Caroline

Visiting Associate Professor in Managing Across Cultures, Culture and Organization and Conflict and Negotiation since 2007. Research PhD in Social Psychology, Université de Lausanne, Switzerland, (2010). Research specializations in individual values, organizational practices, motivation and ethics.

Qumsieh Mussalam, Gretel

Associate Professor in Corporate Events & Business Travel, Project & Contract Management and Digital Marketing Planning & Strategy since 2015. BA in English Literature & Linguistics, Bethlehem University, Palestine, (1995). MSc in Translation & Interpretation, Heriot-Watt University, UK, (1996). PhD in Destination Marketing, University of Strathclyde, UK, (2001).

Rachny, Edward

Senior Lecturer in Hospitality since July 2007. Master in Culinary Arts, Germany, (1985). Certificate in Food and Beverage Management, Cornell University, USA, (1998). MBA in Business Administration, University of Liverpool, UK, (2010). Registered for a EdD with Walden University, (USA).

Rosen, Arnaud

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

Rosselli, Fernando

Lecturer in Culinary Arts since 2003. CHE; Certificat fédéral de Capacité de Cuisinier, Switzerland, (1983). Brevet fédéral de Formateur d'adultes, Switzerland, (2010). MBA (Hons) with a specialization in Leadership, University of Liverpool, UK, (2015).

Schirinzi, Anne

Senior Lecturer in Marketing since 1987. CHE; BA (Hons) International Marketing Greenwich University, UK, (1983). MSc in Hospitality Management, Leeds Metropolitan University, UK, (2001).

Schmidt, Matthias

Lecturer in Service Operations since 2011. Academy of Culinary Arts, Award of Excellence in Service, UK, (2006). Ausweis für Berufsbildner in Lehrbetrieben, Hotel & Gastro formation, Switzerland, (2012). Bereichsleiter Restauration mit eidgenössischem Fachausweis, Hotel & Gastro formation, Switzerland, (2013).

Sikora, Anna

Lecturer in Applied IT and Quantitative Techniques since 2016. Graduate Diploma Education – Information Processing Technology, Australian Catholic University, Australia, (1996). Grad. Cert. TESOL, University of New England, Australia, (1998). Master of Knowledge and Information Management, Edith Cowan University, Australia (2003).

Sinigallia, Maurizio

Lecturer in Service Operations since 1996. CHE; Brevet fédéral de Chef en Restauration, Switzerland, (1999). Brevet fédéral de Formateur d'adultes, Switzerland, (2010).

Stead, Susan

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

Stegmüller, Friedrich

Lecturer in Culinary Arts since 1990. CHE; Swiss Executive Master Chef with Advanced Federal Diploma of Professional Education and Training, Switzerland, (1992). Swiss Advanced Federal Diploma as Operations Manager for Institutional Kitchen, Switzerland, (1997). Brevet fédéral de Formateur d'adultes, Switzerland, (2004).

Stöckli, Dominique

Lecturer in Pastry Culinary Arts since 1987. CHE; Maîtrise fédérale de Pâtissier- confiseur- chocolatier- glacier, Switzerland, (1992). Maîtrise fédérale de Boulanger-pâtissier, Switzerland (2001). Brevet fédéral de Formateur d'adultes, Switzerland, (2004). Diploma of Advanced Studies, Université de Genève, Switzerland, (2011). MS en Education en formation d'adulte, Université de Genève, Switzerland, (2015).

Stritt, Johanna

Lecturer in Culinary Arts since 2011. Apprentissage cuisinière au Restaurant de la Tour, Tour de Trême, Suisse, (2000). Brevet fédéral de Cuisinière en Hôtellerie et Restauration, Switzerland, (2010).

Taylor, Stephanie

Academic Support Coordinator since 2007. BA in English and French, University of Manchester, UK, (1987). PGCE, University of Leeds, UK, (1989). MA Ed in Equality and Diversity, Open University, UK, (2009).

Van der Blom, Jan-Willem

Lecturer in Rooms Division Management and Organizational Behavior since 2015. Diploma in Hotel Management, SHA Hotel Management School Les Roches, Switzerland, (1992). MSc in Hospitality Leadership, Les Roches International School of Hotel Management, Switzerland, (2015).

Varini, Emilio

Senior Lecturer in Marketing, Tourism and Hotel Design since 1994. CHE; MBA, Revans University, Boulder, USA, (2004).

Varini, Marinez

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

Wehrli, Anna Barbla

Lecturer in Food and Beverage Management since 1993. CHE; BSc School of Hotel Administration, Cornell University, USA, (1983). Diplom Schweizerische Hotelfachschule Luzern, Switzerland, (1983). MSc in Hospitality Management, Leeds Metropolitan University, UK, (2001).

Wong, Elena

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

Zhou-Rachny, Qiaoping

Lecturer in Rooms Division since 2007. Certificate of Hospitality Supervisor, The American Hotel & Motel Association, USA, (2005).

VISITING LECTURERS ON MBA & MHL PROGRAMS

Les Roches' programs are regularly enhanced by visiting lecturers. The following are currently involved with the Master's Degree Program:

Debra Adams

BSc degree in Catering Administration from Dorset Institute of Higher Education and a Master in Online and Distance Learning from Open University in the UK. Associate with the Chartered Institute of Management Accountants (CIMA). Member of the ICAEW Tourism Special Interest Group and part of the British Association of Hospitality Accountants.

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LES ROCHES GLOBAL HOSPITALITY EDUCATION

CAMPUS & ADMISSIONS ADDRESS

CH-3975 Bluche

Crans-Montana

Switzerland

P: +41 (0)27 485 96 00

info@lesroches.edu
