



academic  
courses

**2018.2 INTAKE**



**ACADEMIC COURSES**

**VALID FOR THE FOLLOWING INTAKES:**

July - September 2018

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

**FOR ENQUIRIES**

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**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

3 Burlington Woods Drive

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Burlington, MA 01803

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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 one of largest employers in the world. It is predicted that the travel and tourism industry alone will support 337 million jobs worldwide by 2023 which is almost 10% of the global working population.

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

Our high quality network of campuses in Switzerland, Spain, USA and China offer unique global mobility and opportunities for students, who can choose to study across this network. We set high standards for education that are meeting the needs for a Global career within the world of hospitality and beyond, within the 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 in their jobs. Our approach to learning fosters a mind-set of innovation and entrepreneurship while building global citizens and talents for the hospitality industry 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 catalog to provide 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, leadership capacity, general knowledge, intra and interpersonal skills. These skills are developed through learning by doing, digital experiential learning, individual and group work, projects and case studies. Our excellent globally recruited faculty members will support and challenge students to unleash their potential and grow. We strive to be the leading provider of hospitality education and we continue to evolve our curriculum to respond to our students' needs and 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!



Dr. Stuart A Jauncey  
Managing Director

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## **2. STATEMENT OF 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.

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## **3. MISSION AND VALUES**

### **A. LES ROCHES OVERARCHING MISSION**

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

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

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

### **B. 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.

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

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

Further information on NEASC please visits: [www.neasc.org](http://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 Maîtres d'Hôtel
- ▲ International Hotel & Restaurant Association

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#### 5. ENTRY REQUIREMENTS

##### A. UNDERGRADUATE PROGRAMS

###### A.1. Entry Requirements

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

###### NB:

- ▲ See table below for Secondary Education qualification, English Language equivalences and scores requirements
- ▲ A student who does not meet one of the above entry criteria may be exceptionally accepted to enter one of the undergraduate programs under specific conditions.
- ▲ Upon written request from the student and the agreement of the Award Committee (for financial reasons or not meeting the academic results), the program of study may be shortened and a lower qualification issued (Certificate, Diploma, Associate Degree). The type of qualification will depend on the length of studies at Les Roches, the number of internships successfully validated and amount of credits cumulated.

###### 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 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/ Post-Study Plan: An essay of motivation describing why the candidate wishes to study at Les Roches., interest, past experience and future ambitions, approximately 300 words with signature and date.
4. Post-Study Statement: A signed and date document confirming that the candidate guarantees to leave Switzerland at the end of the study.
5. Letter of Commitment from financial sponsor : A signed, dated letter from the person who will finance the studies guaranteeing his or her responsibility to cover the tuition fees and all other expenses , and compliance with the school financial policy.
6. Parental Consent and Declaration – for any candidate who would not be 18 at the start of the program.

###### A.3. Entry requirements for candidates transferring from other Institutes directly onto either semester 2, 4, 6 or 7 of the Les Roches BBA program:

Les Roches may recognize certain credits earned at other accredited institutions and transfer is welcome. Applications are considered on a case-by-case basis for credit acceptance. Admissions department in conjunction with the Academic Dean 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 1 and/ or AP exams
- ▲ IB Diploma (min 24 points)
- ▲ Baccalauréat
- ▲ Abitur

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<sup>1</sup> Unless native English speaker or students who have spent at least the last 3 years in full time English education.

- ▲ Maturité/Maturità
- ▲ Bachillerato
- ▲ Dutch VWO (Wet op het Wetenschappelijk Onderwijs)
- ▲ Belgian Certificat D'Enseignement Secondaire Supérieur/ Getuigschrift van Hoger Secundair Onderwijs
- ▲ Swedish Slutbetyg
- ▲ UK – Minimum 2 full A-Levels (GCE's) studied and passed after a successful completion of minimum six IGCSE levels ( O'level)
- ▲ 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 studies<sup>2</sup>

#### 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 English Language equivalences and scores requirements.

#### C.1.2. MBA in Global Hospitality Management

1. For the MBA, normally 23 years old and above, holding an accredited bachelor degree, ideally with a minimum of 2 years of work experience.
2. Proficient in English for Higher Education studies.

#### NB:

- ▲ A Bachelor degree or BBA with relevant major, and work experience, preferably in Hospitality, Tourism and/ or Management.
- ▲ A candidate without hospitality related work experience will be required to attend and complete the Hospitality Immersion Program before officially starting the MBA program.
- ▲ Upon successful completion of the Postgraduate Diploma in International Hospitality Management program, a student can proceed into the second semester of the Master of Business Administration in Global Hospitality program on condition that he/she meets the MBA program requirements. (i.e. Academic credits of the PGD program, age, work experience, etc.).
- ▲ See table below for English Language equivalences and scores requirements.

### 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/ Post-Study Plan : An essay of motivation describing why the candidate wishes to study in Les Roches, interest past experience and future ambitions, approximately 300 words with signature & date.
4. Post-Study Statement: A signed and date document confirming that the candidate guarantees to leave Switzerland at the end of the study.
5. Letter of Commitment from financial sponsor: A signed, dated letter from the person who will finance the studies guaranteeing his or her responsibility to cover the tuition fees and all other expenses, and compliance with the school financial policy.

## D. INTENSIVE HOSPITALITY ENGLISH LANGUAGE PROGRAM (IHELP)

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

Entry requirements are the same as for the Hospitality programs except for the English Language 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 2018.

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.)
IHELP 20	460/133/ 45	Average 4.5	PET Pass
IHELP 6	Available for all programs if the English level of the candidate's is between the requirement of the intended program and IHELP 20, subject to judgement and decision of the Admission Office		
BBA/Diploma S1	525/196/ 70	Average 5.5	FCE: grade C
Direct entry BBA S2	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	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 arts courses requires students to be able to perform a wide range of duties similar to those performed in the industry. Students with certain learning differences, such as dyslexia, are accommodated with appropriate support, additional time to complete examinations and special test conditions. Applicants should indicate clearly such conditions prior to acceptance. Eligibility of acceptance will be analyzed accordingly by the school's supporting personnel. The candidate may write to the School for further information by providing 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
- ▲ 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 (25%), 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.

<sup>2</sup> Unless native English speaker or students who have spent at least the last 3 years in full time English education.

## F.2. Progression Policy

Each semester, students are provisionally enrolled for the following semester to ensure the continuity of planning. The actual progression will depend on the end-of-semester status of success. The progression sequence cannot be changed at the discretion of the students. Students exempted from or given authorization to postpone an internship, are accepted into the subsequent semester depending on space availability and approval of the Career Department 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 6-8 weeks before the end of the current semester to obtain approval and guidance.

## 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. Please refer to the financial policy in the tuition fee document available online or with the Accounting office on campus.

## 6. CALENDAR 2018.2

Summer & English Programs	*Registration Starting date	**End date (last day at school)	Graduation date	English Entrance Exam
Summer Program (two week at Bluche)	July 15, 2018	July 29, 2018		
Summer Program (one week at Bluche)	July 22, 2018	July 29, 2018		

IHELP 6	July 21, 2018	August 31, 2018		
IHELP 20	September 3, 2018	February 8, 2019		

Undergraduate Programs	*Registration Starting date	**End date (last day at school)	Graduation date	English Entrance Exam
BBA 1/Diploma 1	September 3, 2018	February 8, 2019		September 4, 2018
BBA 2/ BBA 4/ BBA 6 Direct Entry (new) students	September 7, 2018	January 18, 2019		September 10, 2018 (only for concerned Direct Entry students)
BBA 2/ BBA 4/ BBA 6 Returning students	September 8 - 9, 2018	January 18, 2019		
BBA 7 Direct Entry (new) students	September 7, 2018	December 20, 2018	December 20, 2018	
BBA 7 Returning students	September 8 - 9, 2018	December 20, 2018	December 20, 2018	
GB 5	September 8 - 9, 2018	January 18, 2019		
GB 7	September 8 - 9, 2018	December 20, 2018	December 20, 2018	

Graduate Programs	*Registration Starting date	**End date (last day at school)	Graduation date	English Entrance Exam
HIP (Hospitality Immersion Program)	August 30, 2018	September 14, 2018		
MBA I/PGD I	September 14, 2018	January 18, 2019		September 17, 2018
PG II	September 8 - 9, 2018	December 20, 2018	December 20, 2018	
MhI II	September 8 - 9, 2018	December 20, 2018	December 20, 2018	
MBA II	September 8 - 9, 2018	December 20, 2018	December 20, 2018	

GB Program at Branch Campus	Official arrival date/ Registration	Starting date	End date	Cultural Tour
GB 2 (LRJJ)	***August 26, 2018/ September 3 - 4, 2018	***September 5, 2018	***January 18, 2019	***August 27 to September 2, 2018
GB 3 (LRM)	September 7, 2018	September 10, 2018	February, 2, 2019	February 4 - 10, 2019

Holiday period (winter): Christmas break 24.12.2018 to 06.01.2019 inclusive; schooling resumes 07.01.2019. Late returning is not tolerated due to exam scheduling.

\*Registration and Starting Date: the required arrival date of the school. All activities scheduled for this date and onwards are compulsory

\*\*End date (last day at school): Subject to variation due to exam scheduling. Students may not leave the campus prior to the completion of all courses exams and the check-out procedure

\*\*\*Subject to change due to confirmation by Chinese authorities

Les Roches reserves the right to make changes to these dates

## 7. 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 55 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 Name	Credits
Innovation, Entrepreneurship & Communication	6.5
From the Farm to the Table	4
Guest Relations & Hotel Operations	5.5
Skills & Techniques in F&B	4
Restaurant Lab	4
<b>Total credits:</b>	<b>24</b>

##### Semester 2: Hotel Administrations II

Course Name	Credits
Hospitality Financial Accounting	3
Marketing for the Hospitality Industry	3
Fundamentals of Data Analysis & Visualization	3
Managing Diversity in the Global Workplace	3
Consumer Behavior	3
Communicating Effectively (as per tested level)	3
Elective - Foreign Language	3
<b>Total credits:</b>	<b>21</b>

##### Semester 3:

Course Name	Credits
Internship	10
<b>Total credits for certificate:</b>	<b>55</b>

## B. DIPLOMA IN INTERNATIONAL HOTEL MANAGEMENT

The International 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 International 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).

#### B.1. Program Objectives

The aim of the Diploma in International 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.

#### B.2. Program Content

##### Semester 1:

Course Name	Credits
Innovation, Entrepreneurship & Communication	6.5
From the Farm to the Table	4
Guest Relations & Hotel Operations	5.5
Skills & Techniques in F&B	4
Restaurant Lab	4
<b>Total credits:</b>	<b>24</b>

##### Semester 2:

Course Name	Credits
Internship	10

##### Semester 3:

Course Name	Credits
Hospitality Financial Accounting	3
Communicating Effectively (as per tested level)	3
Marketing for the Hospitality Industry	3
Fundamentals of Data Analysis & Visualization	3
Managing Diversity in the Global Workplace	3
Consumer Behavior	3
And 1 Elective course as required:	
Foreign Language	3
<b>Total credits:</b>	<b>21</b>

##### Semester 4:

Course Name	Credits
Leading Teams to Success	2
Digital Marketing & Sales	2
Food & Beverage Management	2
Fundamentals of Economics	3
Hospitality Managerial Accounting	3
Rooms Inventory and Control Management	3
Hospitality Facilities Management	3
And 1 Elective course as required:	
Foreign Language	3
<b>Total credits:</b>	<b>21</b>

<b>Semester 5:</b>	
<b>Course Name</b>	<b>Credits</b>
Internship	10
<b>Total credits for Diploma in Hotel Management:</b>	<b>86</b>

### C. ASSOCIATE OF BUSINESS ADMINISTRATION IN HOTEL OPERATIONS

#### C.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 a minimum of 6 credits from the BBA 4/ BBA 4 Dip semester.

#### 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.

#### C.2. Program Content

<b>Semester 1:</b>	
<b>Course Name</b>	<b>Credits</b>
Innovation, Entrepreneurship & Communication	6.5
From the Farm to the Table	4
Guest Relations & Hotel Operations	5.5
Skills & Techniques in F&B	4
Restaurant Lab	4
<b>Total credits:</b>	<b>24</b>

<b>Semester 2:</b>	
<b>Course Name</b>	<b>Credits</b>
Internship	10

<b>Semester 3:</b>	
<b>Course Name</b>	<b>Credits</b>
Hospitality Financial Accounting	3
Communicating Effectively (as per tested level)	3
Marketing for the Hospitality Industry	3
Fundamentals of Data Analysis & Visualization	3
Managing Diversity in the Global Workplace	3
Consumer Behavior	3
And 1 Elective course as required:	
Foreign Language	3
<b>Total credits:</b>	<b>21</b>

<b>Semester 4:</b>	
<b>Course Name</b>	<b>Credits</b>
Leading Teams to Success	2
Digital Marketing & Sales	2
Food & Beverage Management	2
Fundamentals of Economics	3
Hospitality Managerial Accounting	3
Rooms Inventory and Control Management	3
Hospitality Facilities Management	3
And 1 Elective course as required:	
Foreign Language	3
<b>Total credits:</b>	<b>21</b>

<b>Semester 5:</b>	
<b>Course Name</b>	<b>Credits</b>
Internship	10
<b>Total credits:</b>	<b>61</b>

### D. BACHELOR OF BUSINESS ADMINISTRATION IN GLOBAL HOSPITALITY 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 122 credits or 125 credits for honors degree in the full 3.5 year program. Three separate specializations are offered to students to allow them to develop areas of special interest.

#### D.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. Become autonomous learners working towards realizing their personal, professional and academic potential.
2. Appraise confidently the central theories and concepts within the field of Global Hospitality Management.
3. Identify and critically evaluate cross-cultural issues in the international business environment.
4. Develop the intellectual and digital agility required for leadership in a multi-cultural industry.
5. Use effectively the full range of Les Roches undergraduate competencies developed during the program.

#### D.2. Program Content

<b>Semester 1:</b>	
<b>Course Name</b>	<b>Credits</b>
Innovation, Entrepreneurship & Communication	6.5
From the Farm to the Table	4
Guest Relations & Hotel Operations	5.5
Skills & Techniques in F&B	4
Restaurant Lab	4
<b>Total credits:</b>	<b>24</b>

<b>Semester 2:</b>	
<b>Course Name</b>	<b>Credits</b>
Internship	10

<b>Semester 3:</b>	
<b>Course Name</b>	<b>Credits</b>
Hospitality Financial Accounting	3
Communicating Effectively (as per tested level)	3
Marketing for the Hospitality Industry	3
Fundamentals of Data Analysis & Visualisation	3
Managing Diversity in the Global Workplace	3
Consumer Behavior	3
And 1 Elective course as required:	
Foreign Language	3
<b>Total credits:</b>	<b>21</b>

<b>Semester 4:</b>	
<b>Course Name</b>	<b>Credits</b>
Leading Teams to Success	2
Digital Marketing & Sales	2
Food & Beverage Management	2
Fundamentals of Economics	3
Hospitality Managerial Accounting	3
Rooms Inventory and Control Management	3
Hospitality Facilities Management	3
And 1 Elective course as required:	
Foreign Language	3
<b>Total credits:</b>	<b>21</b>

**Semester 5:**

Course Name	Credits
Internship	10

**Semester 6:****ALL SPECIALIZATIONS**

Course Name	Credits
Customer Relationship Management (CRM)	2
Revenue & Pricing Management	3
Hospitality Financial Management	3
Models for Problem Solving and Decision Making	2
People and Talent Management	2
Data Analytics for Business Optimisation	3
And 1 Elective course as required	3
<b>Total credits:</b>	<b>18</b>

**Semester 7:****HOSPITALITY ENTREPRENEURSHIP SPECIALIZATION**

Course Name	Credits
Innovation in Hospitality & Tourism	3
Projects, Ethics and Legal Considerations	3
Digital Marketing and Content Creation	3
Hospitality Forecasting and Modelling	3
<b>Total credits for specialization:</b>	<b>12</b>
2 Electives courses (1 Elective course for honors students) as required	3/6
<b>Total credits:</b>	<b>15/18</b>
DIS 4109 Dissertation (compulsory for honors degree)	6
<b>Total credits for honors degree:</b>	<b>21</b>

**DIGITAL MARKETING STRATEGIES SPECIALIZATION**

Course Name	Credits
Marketing 4.0	3
Innovative Sales Strategies	3
Global Strategic Marketing	3
Brand Management	3
<b>Total credits for specialization:</b>	<b>12</b>
2 Electives courses (1 Elective course for honors students) as required	3/6
<b>Total credits:</b>	<b>15/18</b>
DIS 4109 Dissertation (compulsory for honors degree)	6
<b>Total credits for honors degree:</b>	<b>21</b>

**HOTEL FINANCIAL PERFORMANCE MANAGEMENT SPECIALIZATION**

Course Name	Credits
Performance Management	3
Corporate Financial Decision Making	3
Global Financing and Risk Management Strategies	3
Hospitality Forecasting and Modelling	3
<b>Total credits for specialization:</b>	<b>12</b>
2 Electives courses (1 Elective course for honors students) as required	3/6
<b>Total credits:</b>	<b>15/18</b>
DIS 4109 Dissertation (compulsory for honors degree)	6
<b>Total credits for honors degree:</b>	<b>21</b>

**E. HOSPITALITY IMMERSION PROGRAM**

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

**Two Week program**

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

**F. POSTGRADUATE PROGRAM**

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

**F.1. Program Objectives**

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

**Learning outcomes**

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

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

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

Course No.	Course Name	Credits
P5010	Hospitality Leadership and Organizational Behavior	3
P5011	Hospitality Finance and Performance Management	3
P5012	Strategic Management in a Global Environment	3
P5013	Services Marketing in a Digital Age	3
P5014	Entrepreneurship and Business Modelling	3

And 2 Electives courses as required (a minimum number of students are required for each Elective to be made available):

P5020	Design and Facilities Management	2
P5021	Talent Management in Hospitality	2
P5022	Event Management	2
P5023	Innovation Through Design and Agile Thinking	2
<b>Total credits:</b>		<b>19</b>

**Semester 2:**

Course No.	Course Name	Credits
P5050	Internship	9
<b>Total credits:</b>		<b>28</b>

## G. MBA IN GLOBAL HOSPITALITY MANAGEMENT

This program has been designed to prepare and support students who wish to develop their career in hospitality management. The MBA consists of two semesters of study each with courses covering hospitality and strategic issues in the 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.

### G.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

### G.2. Program Content

#### Semester 1:

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

2 courses from the Electives as required (a minimum number of students are required for each Elective to be made available):

M6123	Sustainable Development in Hospitality	2
M6134	Managing Organizational Development and Change	2
M6135	Hospitality and the Digital Disruption	2
M6136	The Economics of Hospitality	2
<b>Total Credits:</b>		<b>19</b>

#### Semester 2:

Course No.	Course Name	Credits
M6125	Uncertainty, Data Analytics & Critical Thinking	3
M6137	Managing Destinations' Competitiveness	3
M6242	Hospitality Demand and Revenue Management	3
M6246	Corporate Finance and Shareholder Value	3
M6251	Consultancy Project	3

3 courses from the Electives as required (a minimum number of students are required for each Elective to be made available):

M6245	Managing Real Estate and Properties	2
M6247	Investment Strategies for Financial Markets and Asset Management	2
M6248	Customer Behavior and Insights	2
M6249	Luxury Branding and Lifestyle Management	2
M6256	Hospitality Business Transformation and Integration	2
<b>Total Credits:</b>		<b>21</b>
<b>Total Credits:</b>		<b>40</b>

## H. INTENSIVE HOSPITALITY ENGLISH LANGUAGE PROGRAMS (IHELP)

These programs prepare students who lack the formal English entry standards required for entry into the hospitality programs at Les Roches. Both programs focus on Intensive English learning in small groups and include aspects of Hospitality and Tourism.

### H.1. Program Objectives

The aim of the Intensive Hospitality English programs are 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.

### H.2. Program Content

#### Course Name

English Skills  
English for Hospitality  
Listening & Speaking  
Reading & Writing  
Hospitality Projects  
English for Academic Study  
Culture & Tourism

## I. 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.

### I.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.

### I.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.

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### I.3. **Program Content**

#### **Course No.      Course Name**

##### **Arts and Humanities**

Professional Communication Skills level 1  
Professional Communication Skills level 2  
Professional English  
Communicating Effectively 1  
Communicating Effectively 2  
Communicating Effectively 3  
French 1  
German 1  
Spanish 1  
French 2  
German 2  
Spanish 2  
French 3  
German 3  
Spanish 3  
French 4  
Spanish 4  
German 4  
Italian 1  
Mandarin 1  
Mandarin 2  
Ethics in Society  
Aesthetic Expressions  
Culture, Society and Diversity  
Food in Culture and Society

##### **Math, Science and Technology**

Numerical Skills for the Hospitality Professional  
Fundamentals of Data Analysis & Visualization  
Data Analytics for Business Optimization  
Models for Problem Solving and Decision Making  
Science of Nutrition and Gastronomy

##### **Social Sciences**

Fundamentals of Economics  
Consumer Behavior  
Research Methods  
Politics and International Affairs  
People, Conflict and Negotiation

##### **Professional Development**

Internship

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

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### 8. **COURSE DESCRIPTIONS**

#### **A. CERTIFICATE IN INTERNATIONAL HOTEL ADMINISTRATION, DIPLOMA IN INTERNATIONAL HOTEL MANAGEMENT AND BACHELOR OF BUSINESS ADMINISTRATION IN GLOBAL HOSPITALITY MANAGEMENT**

##### **BBA1**

##### Innovation, Entrepreneurship & Communication

To include the following:

- Professional Communication Skills
- Numerical Skills for the Hospitality Professional
- Foreign Languages
- The World of Oenology

##### From Farm to Table

To include the following:

- Bistronomie
- Fine Dining
- Food and Wine pairing
- Use of local and seasonal products

##### Guest Relations and Hotel Operations

To include the following:

- Opera Training
- Role Plays and Simulations
- Rooms Division in Hospitality
- Foreign Language skills
- Practical and Technical
- Rooms
- Deep Cleaning and Daily Cleaning
- Practical Front Desk
- Reservations and Hosting
- Social Networking

##### Skills and techniques

To include the following:

- Mise-en-place
- Queue and Guest Flow Management
- Buffet Operations
- Cashiering
- Lounge Bar
- Cocktail Bar
- Mixology
- Pastry and Desserts
- Bakery and Viennoiseries
- Chocolate and Confectionery
- Commissary
- Cold Kitchen
- Hot Kitchen
- Delicatessen

##### Restaurant Lab - Concept Development

To include the following:

- Service Concepts
- Research and Development
- Application and Distribution
- Food Concepts
- Global Discovery
- Production and Distribution
- New Trends (raw, vegan, healthy, super foods)
- Sustainability in Hospitality
- Waste Control
- Stewarding
- Safety and Security in the Workplace

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### **BBA3**

#### Hospitality Financial Accounting

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

#### Communicating Effectively (Levels 1, 2, and 3)

Writing is both a skill and a process of discovery. This course treats writing as a purposeful communicative act involving a writer, an audience and a text, extending and developing skills necessary to enhance individual student's communicative effectiveness, particularly in the workplace and for further academic study. Students develop effective reading, writing, speaking and listening skills with a focus on: reading for gist/ extracting specific information, paraphrasing, summarizing, quoting, preliminary research methods and referencing techniques. Accuracy and improvement of these skills are developed via the creation of associated written and visual documents.

#### Marketing for the Hospitality Industry

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

#### Fundamentals of Data Analysis & Visualization

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

#### Managing Diversity in the Global Workplace

This course will highlight the importance of diversity in global organizations and emphasize leadership. Best practices of human resources administration in the global workplace, including recruitment, selection, performance management and different motivation practices will be covered. Students will explore areas such as power politics, decision making, problem solving and other organizational relations. Applying theories, setting and designing objectives, leading meetings, providing effective feedback, promoting motivation, identifying leadership styles are essential elements of this course.

#### Consumer Behaviour

The course explores theories of consumer behavior and marketing communications, such as what drives needs and wants; how consumer preferences and habits are formed; how culture, mass media and social media are affecting consumers' values, thoughts, emotions and behavior. These theories are critically reviewed. Students will reflect on and discuss the dilemmas related to influencing and shaping consumer habits. The course will also analyze global cultural differences in consumer behavior. In addition, the use of digital techniques of analysis applied to online consumer behavior (i.e. A.I., Google analytic) are covered.

### **BBA4**

#### Leading Teams to Success

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

#### Digital Marketing & Sales

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

#### Food & Beverage Management

This course distinguishes restaurant and institutional catering concepts from hotel food and beverage management. It covers managerial, organizational, operational and financial aspects of modern food and beverage operations. The course includes current trends, service recovery and quality management and current technologies used in the food and beverage industry. Labour cost control systems are explored and feasibility studies are interpreted on an introductory basis. Food and beverage operating budgets are reviewed. The course places an emphasis on the banqueting and catering market.

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### Fundamentals of Economics

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

#### Hospitality Managerial Accounting

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

#### Rooms Inventory and Control Management

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

#### Hospitality Facilities Management

Hospitality Facilities Management is a multi-disciplinary role which integrates physical assets, people and technology ensuring functionality of the infrastructure to increase user safety and satisfaction. This course provides an introduction to the key facilities issues from a management point of view. It incorporates sustainability as a means of decreasing operational costs, increasing organization profitability and work-place efficiency. Using digital resources and case studies, the course will prepare students to address facilities related questions and challenges.

### **BBA6**

#### Customer Relationship Management (CRM)

This course examines customer relationship management (CRM) and its application in marketing, sales, and service. Effective CRM strategies help companies align business processes with customer-centric strategies using people, technology, and knowledge. Companies strive to use CRM to optimize the identification, acquisition, growth and retention of desired customers to gain competitive advantage and maximize profit. Emphasis is placed on both conceptual knowledge and hands-on learning using a leading CRM tool. The course will also address relationship marketing with organizations and consumers/households (B2C).

#### Revenue and Pricing Management

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

#### Hospitality Financial Management

In this course students will examine the role of accounting within a business with a focus on sources of external finance (borrowing), taxation and bankruptcy costs in terms of the main types of business organizations such as sole proprietors, partnerships, private limited companies and public limited companies. Students will also identify the risk and return associated with different levels of financial leverage (borrowing) and operational leverage (investment in automation). Additionally, students will learn the main investment appraisal techniques, allowing them to evaluate proposed investments in large projects such as a new restaurant or hotel from a number of financial perspectives.

#### Models for Problem Solving and Decision Making

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

#### People and Talent Management

This course will integrate and further develop human resources strategies such as compensation and benefits, learning and development, and human resources planning. Students will learn the theory and practice of negotiation and conflict resolution. They will explore trends such as workforce diversity in an international work environment. Students will be encouraged to reflect upon their own people and talent management skills in managing teams. Emphasis is placed on the importance of implementation and application of human resources strategies to the workplace.

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#### Data Analytics for Business Optimisation

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

And 1 Elective course as required

### **BBA7**

#### **Entrepreneurship specialization**

##### Innovation in Hospitality

In this course the students review radical and incremental innovations in hospitality and will develop their own solutions to address problems. The approach is not restricted to technology but also identifies and applies new trends for the industry such as new hotel types or service innovations at strategic and operational levels. Using real-world examples and student led initiatives, this course will develop the skills to identify and take advantage of opportunities, to innovate solutions, to validate concepts and to propose a business model.

##### Projects, Ethics and Legal Considerations

Students will explore the impact of the external environment on a business concept to ensure that they are prepared to launch it in the real world. The students will examine considerations regarding the legal and social structure and responsibilities of an enterprise. They will plan their approach to collection, protection and use of sensitive customer data in their target locations. Finally, the students will consider the revenue systems available for business models and analyze their potential feasibility from a transactional and business continuity standpoint.

##### Digital Marketing and Content Creation

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

##### Hospitality Forecasting and Modelling

The objective of this course is to provide students with expertise in financial forecasting and modelling techniques. Students will learn different approaches used to forecast hospitality time series such as supply, demand, revenues and expenses, as well as key performance indicators. They will study different models to estimate the relationships between these series and apply the results in the wider context of capital appraisal techniques. The course will also cover models used to estimate the riskiness of projects.

And 2 Electives courses (1 Elective course for honors students) as required

#### **Marketing specialization**

##### Marketing 4.0 (IMC)

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

##### Innovative Sales Strategies

The goal of this course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. The course will extend students' expertise in marketing reach and its potential impact in achieving company overarching goals. The course addresses the sales process, the relationship between sales and marketing, and the analysis of common hospitality sales force structures. Customer relationship management (CRM) together with the use of technology to improve sales force effectiveness are explored. Challenges surrounding the recruiting, managing, evaluating, and developing of sales people in a hospitality organization are considered.

##### Global Strategic Marketing

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

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#### Brand Management

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

And 2 Electives courses (1 Elective course for honors students) as required

#### **Finance specialization**

##### Performance Management

Performance Management is an advanced management accounting course that gives students the tools and skills to prepare and analyze internal management accounting reports. Management accounting allows managers to effectively plan, control and make decisions. The course explores pricing from an accounting cost-based perspective and how indirect costs (overheads) can be divided between departments and products. The use of variance analysis to control costs and budgets so that managers can better predict cash flows (cash, master and flexible budgets), as well as planning and measuring performance, are also covered.

##### Corporate Financial Decision Making

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

##### Global Financing and Risk Management Strategies

As the hospitality industry operates in an international setting, this course presents the main elements of international finance. After analyzing the determinants of exchange rates and the international monetary system, it will explore the exchange rate parity conditions, the country risks, and the transactional and translation exchange risks. Students are introduced to hedging strategies that a firm can apply using either the money market or derivative instruments. The course will also cover the risks and benefits of raising capital internationally and investing in foreign assets.

##### Hospitality Finance Forecasting and Modelling

This course provides students with important insights into financial forecasting and modelling techniques. Students will learn different approaches used to forecast hospitality time series such as supply, demand, revenues and expenses, as well as key performance indicators. They will also study different models to estimate the relationships between these series and apply the results in the wider context of capital appraisal techniques. In addition, the course will cover models used to estimate the riskiness of projects.

And 2 Electives courses (1 Elective course for honors students) as required

## **B. HOSPITALITY IMMERSION PROGRAM (HIP)**

### HIP 01 Hospitality in Context

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

### HIP 02 Food and Beverage Operations Management

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

### HIP 03 Rooms Division Operation Management

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

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## C. POSTGRADUATE DIPLOMA

### Semester 1:

#### P5010 Hospitality Leadership and Organizational Behavior

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

#### P5011 Hospitality Finance and Performance Management

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

#### P5012 Strategic Management in a Global Environment

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

#### P5013 Services Marketing in a Digital Age

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

#### P5014 Entrepreneurship and Business Modelling

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

#### And 2 Electives courses as required:

#### P5020 Design and Facilities Management

This course provides a background to the subject of Facilities Management with the emergence of including sustainability to support a differentiated service property asset management with contemporary designs such as intelligent buildings are appraised from the perspective of operational effectiveness and their respective impact on three pillars: social, environmental and economic sustainability. Strategic planning and decisions making related to energy, water and waste are analyzed and discussed with the use of case studies and real-life projects.

#### P5021 Talent Management in Hospitality

Talent Management is becoming increasingly critical in today's globalized and fast-changing business environment. The new generations have different needs and requirements in terms of job challenges, opportunities, retention and motivation. This course will highlight the importance of talent management program within organizations, best practices of talent identification and attraction, tailored training programs and different motivation practices.

#### P5022 Event Management

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

#### P5023 Innovation Through Design and Agile Thinking

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

### Semester 2:

#### P5050 Internship

As part of your postgraduate program, you will need to carry out a professional internship in the hospitality industry for six months. This professional internship gives the students an opportunity to take up an administrative, supervisory or training position with exposure to operational departments. The internship will be supervised by the school and a case study report will be submitted at the end of the working period by the student.

## D. MBA IN GLOBAL HOSPITALITY MANAGEMENT

### Semester 1:

#### 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 Creation

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

This course gives an overview of core concepts of leadership, managerial practices widely recognized as strategic tools to assure sustainable organizational effectiveness. 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.

#### 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 optimize 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.

### 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.

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#### 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 The Economics of Hospitality

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.

#### M6137 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

#### M6242 Hospitality Demand and Revenue 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.

#### M6251 Consultancy 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.

#### **Choice of 3 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.

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#### 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.

#### 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.

#### 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.

### **E. INTENSIVE HOSPITALITY ENGLISH LANGUAGE PROGRAM**

#### English Skills

This course aims to equip students with the general language skills required at an Upper-Intermediate level (B2 on the CEFR). With particular emphasis on grammar and vocabulary, the course prepares students to express themselves more confidently and accurately in different situations they are likely to come across in the real world. Students' reading, listening, speaking and writing skills are developed through a variety of communicative activities and will be exposed to language in a range of registers, forms and contexts and will be encouraged to take control of their learning to improve their accuracy and fluency through active participation.

#### English for Hospitality

This course aims to reinforce the language skills by giving students more teaching and practice of these skills related to various contexts of Hospitality. Students will work on building hospitality related vocabulary and extend their communication skills by doing role plays, speaking activities and writing professional letters in a hospitality context.

#### 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.

#### 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.

#### 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.

#### English for Academic Study

This course prepares students for successful entry to hospitality studies through portfolio work, research and presentations. Students will develop effective study skills necessary for academic success, including referencing conventions and evidence-based critical thinking in order to write an academic paper. They will also explore time management techniques, goal setting and practice communication in a professional setting.

#### Culture and Tourism

This course explores the relationship between culture and tourism and the reasons why people travel. Students consider ways of defining culture and how people relate to their own culture and that of others. The course seeks to develop awareness of cultural differences and encourages understanding of these differences and acceptance of others. Students relate this understanding to tourism and their perceptions of the needs of customers. Students develop basic research skills and confidence in making formal presentations needed for further academic study.

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## **F. GENERAL EDUCATION**

### **Arts and Humanities**

#### Professional Communication Skills (Levels 1 and 2)

Students develop the necessary skills for the attainment and completion of their first internship, as well as the Online Internship Course (OIC). Topics covered will include, but are not limited to, interviewing, teamwork collaboration, first impressions and basic written communication. Of equal importance will be language, vocabulary and register, both oral and written, used within the tourism and hospitality industry.

#### 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.

#### Communicating Effectively (Levels 1, 2, and 3)

Writing is both a skill and a process of discovery. This course treats writing as a purposeful communicative act involving a writer, an audience and a text, extending and developing skills necessary to enhance individual student's communicative effectiveness, particularly in the workplace and for further academic study. Students develop effective reading, writing, speaking and listening skills with a focus on: reading for gist/ extracting specific information, paraphrasing, summarizing, quoting, preliminary research methods and referencing techniques. Accuracy and improvement of these skills are developed via the creation of associated written and visual documents. .

#### French 1/ German 1/ Spanish 1/ Italian 1/ Mandarin 1

This course introduces basic (French, German, Spanish, Mandarin, Italian) emphasizing oral proficiency and communication skills. Students will participate in basic conversations on familiar subjects, provided the other person speaks slowly and clearly and will interact in a simple way. They will be able to understand short texts and instructions.

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

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

#### French 2/ German 2/ Spanish 2/ Mandarin 2

This course reinforces and extends the language learned in (French, German, Mandarin, Spanish) 1, reviewing learned content and introducing new structures. Class work emphasizes development of confidence in speaking. A wide variety of vocabulary will be introduced to enable students to interact in a range of everyday situations, including hospitality contexts.

Students will achieve further competence in the language at level A1 and begin to develop some elements of level A2 of the Common European Framework of Languages (CEFR).

#### French 3/ German 3/ Spanish 3

This course reviews and extends contents and structures from (French, German, Spanish) 2 and gives students the possibility to talk about their habits and their experiences.

Students will also develop skills for making simple exchanges of information in formal and informal situations, including hospitality contexts. This course will enable students to reach competence in language equivalent to elements of the A2 level of the Common European Framework for languages (CEFR).

#### French 4/ Spanish 4/ German 4

This course reviews and extends language from (French, German, Spanish) 3, introducing language structure in more depth, emphasizing and developing confidence in writing and oral expression. Students will acquire the skills to talk about a variety of events and express their opinions using current media. Discussion will be encouraged on themes agreed upon by the group.

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

#### Ethics 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.

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#### 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.

#### Culture, Society and Diversity

Culture is essential to human survival and this course provides a cross-cultural perspective of human culture in time and space. Culture, Society and Diversity draws on concepts and research from cultural and media studies; sociology and anthropology enabling students to examine continuity and change within cultures and societies. The different ways in which cultures have structured universal activities and institutions; the complexity of cultural diversity and the effects of technology and globalisation on cultural identity will be explored. The objective of this course is to promote an awareness of individuals, groups and institutions to enable intercultural understanding.

#### Food in Culture & Society

The course focuses on the role and meaning of food in today's society. Food is analyzed as a cultural phenomenon that transforms as well as is transformed by multiple forces from fashion to tradition and from individual consumers to large corporations. Food trends are discussed in order to understand their origin as well as the conditions of their existence. Culinary traditions are discussed in a global context, from their transformation to their exportation.

### **Math, Science and Technology**

#### Numerical Skills for the Hospitality Professional

In order to be successful in a professional business environment, a good level of numeracy is required. This course is designed to improve numerical skills and introduce 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 exercises.

#### Fundamentals of Data Analysis & Visualization

This course prepares the student to achieve a professional level of competence in using computer spreadsheets and good practice in presenting information in a variety of digital formats. By using practical exercises relative to the industry, students will become competent in using Excel to model data and explain mathematical and computational concepts.

#### Data Analytics for Business Optimisation

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

#### Models for Problem Solving and Decision Making

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

#### Science of Nutrition and Gastronomy

This course introduces elements of science behind the preparation, presentation and enjoyment of food, by exploring how principles of chemistry, physics and biology can be applied to cooking.

Students will become familiar with the basic nutrient groups and investigate the important role of nutrition and diet in health - to maintain a healthy lifestyle and avoid diet-related illnesses.

The prevention of food poisoning and the effects of food processing will also be discussed. Ways of sense stimulation to enhance taste are explored such as pairing of foods, or altering flavour and colour of foods with chemicals to improve their appeal.

### **Social Sciences**

#### Fundamentals of Economics

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. The role of Money, Fiscal and Monetary Policy, Banking and the Monetary Systems are discussed. International Trade, Protectionist Policies and other barriers to trade are detailed. The Impact of the Euro and global markets on Tourism and the hospitality industry are emphasized.

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### Consumer Behaviour

The course explores theories of consumer behavior and marketing communications, such as what drives needs and wants; how consumer preferences and habits are formed; how culture, mass media and social media are affecting consumers' values, thoughts, emotions and behavior. These theories are critically reviewed. Students will reflect on and discuss the dilemmas related to influencing and shaping consumer habits. The course will also analyze global cultural differences in consumer behavior. In addition, the use of digital techniques of analysis applied to online consumer behavior (i.e. A.I., Google analytic) are covered.

### 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.

### 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.

### 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.

## 9. CREDIT EQUIVALENCE

Les Roches Global Hospitality Education is an institution accredited by the Commission on Institutions of Higher Education (CIHE) of the New England Association of Schools and Colleges (NEASC).

Consequently, the programs offered by our institution follow the American credit system as defined by the U.S. Secretary of Education and stated by NEASC (Commission on Institutions of Higher Education, 2016). In this system:

- 1 (one) US credit typically corresponds to 1 hour of instruction and a minimum of 2 (two) hours of out of class student work each week for 15 weeks
- 1 (one) US credit corresponds therefore to a total workload of approximately 45 (forty-five) hours.
- A 3 (three) US credits course typically represents a workload of 45 (forty-five) hours of instruction and 90 (ninety) hours of out of the class work for a total workload of 135 (one hundred and thirty-five) hours.

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

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

### References

*Commission on Institutions of Higher Education. (2016). Policy on Credits and Degrees. Burlington: New England Association of Schools and Colleges (NEASC).*

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

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## 10. 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

#### **Adams, Debra (Visiting Lecturer)**

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.

#### **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). Laureate Certificate in Online, Hybrid and Blended Education, (2016).

#### **Angevin, Frederic**

Lecturer in Culinary Arts since 2017. An award winner of the Best Chef, Escargot Restaurant, USA, (2001).

#### **Aurat, François**

Lecturer in Culinary Arts since 2017. Brevet d'études Professionnels en Cuisine, Lycée Hôtelier Aliénor d'Aquitaine, France, (1987). CAP Cuisinier, Lycée Hôtelier Aliénor d'Aquitaine, France, (1987). Brevet de Technicien Hôtelier, Lycée Hôtelier de Chamalières, France (1989).

#### **Avila, Franc**

Associate Professor of Practice in Innovation, Entrepreneurship and Modelling since 2010. MSc, Leeds Metropolitan University, UK, 2001. Registered for a DBA with University of Liverpool, UK.

#### **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**

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