



ACADEMIC CATALOG

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LES ROCHES ACCREDITATION

Les Roches International School of Hotel Management 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 should be directed to the administrative staff of the institution. Individuals may also contact:

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1. WELCOME TO INTERNATIONAL HOSPITALITY

Educating beyond the curriculum is one of Les Roches' most important characteristics. We offer students a learning environment which allows you to develop your creativity, work ethic, leadership, teambuilding and many other key life skills that are essential in your future success be it personal or professional.

This academic catalogue will give you an in-depth insight into what Les Roches can offer you as a sound academic experience through various study programs to build your future in the international world of hotels and the service industry and progress to leadership positions in the hospitality business.

Les Roches continues to evolve: developing its curriculum, adding facilities for the students and expanding its international network, thus creating more future opportunities and chances of success for you.

The hospitality and service industry holds one of the most exciting job opportunities for young people who are seeking a fascinating international career and who want to be part of a fast changing very innovative and dynamic world.

Welcome to the world of Les Roches.



Arie A. J. van der Spek
Chief Executive Officer
Directeur Général

2. HISTORY OF 'ECOLE DES ROCHES'

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

In 1979, as a result of the prevailing world wide economic conditions and a growing demand abroad, Les Roches International School became "Les Roches" Hotel and Tourism School with instruction in English.

Les Roches was virtually destroyed by a fire in April 1985. Despite considerable destruction to the property and its contents, the School only lost one day of classes as arrangements were immediately made to house students and teaching facilities in three hotels in Montana, which were rented for a three-year period. Construction of entirely new buildings began in May 1986. In June 1987, the School moved into its new buildings.

On June 21, 1986, a management contract was signed between Gesthotel SA, a limited company owning the School property, and the Swiss Hotel Association - which is recognized by the Swiss Federal Department of Economics. Since January 1, 1987, the School has been approved by the Swiss Hotel Association, under the name of: SWISS HOTEL ASSOCIATION HOTEL MANAGEMENT SCHOOL LES ROCHES. The name was changed in 2007 to LES ROCHES INTERNATIONAL HOTEL MANAGEMENT SCHOOL.

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

In 2003, Les Roches and Glion Institute of Higher Education became part of a system working together using shared services which provide a superior university experience for full-time and working-adult students worldwide through its leading international network of accredited campus-based and online universities, with a presence in 15 countries and serving more than 240,000 students worldwide. Laureate's university network includes 24 accredited institutions in Asia, Europe and the Americas.

Today Les Roches is building a sophisticated, international platform for hospitality education in the world, with campuses in Switzerland (Bluche / Crans Montana), China (Shanghai), Spain (Marbella) and Jordan (Amman). Les Roches offers the Swiss Hotel Association 'Diplôme', a Bachelor of Business Administration in International Hotel Management and a UEM Master in Business Administration with a specialization in hospitality, marketing or finance. The Les Roches Hospitality Management Program (HMP) leads to a Bachelor of Arts (BA) in Hospitality Management from Kendall College, Chicago, USA.

Since 2006, Les Roches has expanded its facilities with four extra buildings to accommodate additional students in fully equipped apartments.

In 2007, Les Roches opened a new and modern library complex, auditoria and specially designed front office, demonstration theatre and rooms division laboratory.

In 2008, six new fully equipped classrooms and meeting room were added.

During 2009 two new dormitories were added, with a total of 248 beds, the sports facilities have been renovated with new surfaces being put on the football pitch and the basketball court. Currently planning is proceeding to extend the public areas of the main building and terrace; additionally plans are in place to create new food and beverage facilities for instruction and student use in the Tacot building.

3. GENERAL PURPOSES

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

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

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

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

4. MISSION AND VALUES

A. LAUREATE HOSPITALITY SYSTEM MISSION

Through its schools and campuses the mission of Laureate Hospitality Education is to support the education of an international student body committed to leadership positions in service industries, such as hospitality, tourism, sports management, and business management. Our vision is that our graduates will embody the values of rigor in their work, a strong team spirit, flexibility in problem solving, dedication to service, a global perspective, and respect for other cultures. Our programs will provide students with a deep understanding of the principles of leadership in the workplace and in daily life and practical opportunities to develop and demonstrate leadership skills.

We realize this vision in our undergraduate programs by providing close faculty-student interaction in a craft-based learning environment. This environment gives students the practice, theories, and support to develop values, the essential tools for immediate employment, and the desire for continued learning as they progress in their careers. Our graduate programs similarly balance theory with practice to meet the individualized needs of professionals.

Honoring and building on the strong reputations, traditions, and histories of the schools within the system, Laureate Hospitality Education, undertakes to provide the system services and support that enable its schools to:

- Educate students in purposefully designed learning environments
- Offer and develop programs responsive to the needs of the market in service industries
- Design programs that reflect international standards of quality
- Enroll an appropriately-qualified, multi-national student body
- Connect experience with theory during both academic and internship semesters
- Ensure that students understand the approaches to knowledge of the broad areas of human learning
- Equip students with core, transferable skills such as communication, creativity and critical thinking
- Assure that graduates meet the intended educational outcomes
- Create a learning and working environment that is transparent, operates with integrity and is respectful to all members of the community.

B. SCHOOL MISSION

Les Roches International School of Hotel Management prepares international students committed to a career in the service industries for success. Its model hospitality education programs balance theory with practice, independent learning with strong faculty support, and a foundation for lifelong learning with the skills for immediate employment and progress to leadership positions in the industry. Through international sites the Les Roches model of education is accessible to students throughout the world.

The values that guide us at Les Roches as we work toward our vision are:

- To practice and teach the Swiss work ethos
- To demonstrate respect for cultural differences
- To develop leadership, teamwork and entrepreneurship
- To foster an international perspective
- To act with integrity
- To support relationships with industry and educational partners
- To behave responsibly towards the environment

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 team work 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.

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

5. AFFILIATION, ACCREDITATION, RECOGNITION & MEMBERSHIPS

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

A. NEW ENGLAND ASSOCIATION OF SCHOOLS & COLLEGES

Les Roches International School of Hotel Management is accredited by the New England Association of Schools and Colleges, Inc. through its Commission on Institutions of Higher Education.

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

Accreditation by the New England Association is not partial but applies to the institution as a whole. As such, it is not a guarantee of every course or program offered, or the competence of individual graduates. Rather it provides reasonable assurance about the quality of opportunities available to students who attend the institution.

B. HÔTELLERIE SUISSE (SWISS HOTEL ASSOCIATION)

The Swiss Hotel Association was founded in 1882 and is the official organization representing the Swiss Hotel Industry. The SHA groups more than 2,700 Swiss Hotels from exclusive establishments of international appeal, to smaller family-run taverns tucked away in tiny villages. SHA has been closely involved in all aspects of the Swiss Hotel Industry's development for more than a century and therefore maintains its unique position in the hospitality industry.

Since its founding, the SHA has placed importance on the training of hotel personnel at all levels. Since 1893, the SHA has opened more than 20 training hotels throughout Switzerland.

C. 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.

D. OTHER RECOGNITION / MEMBERSHIP

Environmental Policy

Les Roches conforms to ISO 14001:2004.

The following agencies recognize the school:

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

6. ENTRY QUALIFICATIONS

A. CERTIFICATE IN HOSPITALITY OPERATIONS IN CONJUNCTION WITH THE SHA

1. 17 years old and above.
2. A completed application form with all pertinent attachments and an application fee of CHF. 100.-.
3. A completed study plan form, dated and signed.
4. An official copy of your High School Diploma or equivalent. Students must have completed at least six years of secondary education and provide evidence of it. Complete information on the school, including school transcript and/or certificate of public examination (including an explanatory note of the grading system) should be provided.
5. For those who have studied outside Switzerland or the European Union:
 - 5.1 Complete information of the school or college with an explanation of the grading system in English or French.
 - 5.2 Letter of recommendation from a teacher or guidance counselor.
6. If English is not your mother tongue, or if you have not spent at least 3 years in an English-speaking school, please enclose one of the following:
 - 6.1 TOEFL minimum score 500 or 173 for computer scoring system or 61 for the internet-based test. The TOEFL testing code number for Les Roches is 9827.
 - 6.2 Cambridge First Certificate: grade C.
 - 6.3 IELTS minimum overall band of 5.0 in all components.
 - 6.4 All English certificates must have been issued in the last 12 months prior to admission.
7. A valid medical certificate.

B. SWISS HOTEL ASSOCIATION DIPLOME / ASSOCIATE DEGREE / HIGHER DIPLOMA IN HOTEL MANAGEMENT

1. Normally 18 years old and above. Students can be under that age provided they are 18 years old by the time they start their first internship.
2. A completed application form with all pertinent attachments and an application fee of CHF. 100.-.
3. A completed study plan form, dated and signed.
4. An official copy of your High School Diploma or equivalent. Students must have completed at least six years of secondary education and provide evidence of it. Complete information on the school, including school transcript and/or certificate of public examination (including an explanatory note of the grading system) should be provided.
5. If English is not your mother tongue or if you have not studied in an English speaking school for at least three years, please enclose one of the following:
 - 5.1 TOEFL: minimum score of 500 points for the paper based test, 173 points for the computer based test and 61 on the internet-based test. The TOEFL testing code number for Les Roches is 9827.
 - 5.2 Cambridge First Certificate: grade C.
 - 5.3 IELTS minimum overall band of 5.0 in all components.
 - 5.4 All English certificates must have been issued in the last 12 months prior to admission.
 - 5.5 If you do not meet the above English language requirements, you have the possibility of registering on our Intensive English language program to acquire the entry English level.
6. A valid medical certificate.

C. BACHELOR DEGREE / ASSOCIATE DEGREE

1. 18 years old and above.
2. A completed application form with all pertinent attachments and a application fee of CHF. 100.-
3. An essay explaining the student's motivation (minimum of 250 words and maximum of 1,000 words).
4. A copy of Baccalauréat, Maturité gymnasiale or professionnelle, Abitur, A-levels, accredited International High School Diploma with 5 Advanced Placement tests with a minimum grade of 3, university degree or equivalent. The above must show all modules completed and the grades received.*
5. For those who have studied outside Switzerland or the European Union:
 - 5.1. Complete information on the school or college with an explanation of the grading system in English or French.
6. Letter of recommendation from a teacher or guidance counselor.
7. If English is not your mother tongue, or if you have not spent at least three years in an English speaking school, please enclose a copy of one of the following:
 - 7.1. TOEFL: minimum score of 550 points for the paper based test, 213 points for the computer based test and 79-80 on the IBT scale.
 - 7.2. Cambridge First Certificate: Grade B.

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- 7.3. IELTS minimum overall band of 5.5 in all components.
 - 7.4. All English certificates must have been issued in the last 12 months prior to admission.
 8. If you do not meet the above English language requirements, you have the possibility of registering on our Intensive English language program to acquire the entry English level.
 9. A valid medical certificate.

Students who have professional experience may be exempted from the internship component of the freshman year. During this year students who are assessed as needing extra support on Mathematics or English will be given support. English level must be as stated by start of the Degree. Success in the freshman year requires the same passing criteria as the Degree. No subjects can be failed.

Non European qualifications will be evaluated on a case by case basis by the Registrar to assure that they are comparable with European standards.

D. BACHELOR OF BUSINESS ADMINISTRATION

1. A completed application form with all pertinent attachments and an application fee of CHF. 100.- (for new students).
2. A completed study plan form, dated and signed. This requirement only applies for direct entry students.
3. Students must hold one of the following:
 - 3.1. Les Roches Higher Diploma in Hotel Management or Swiss Hotel Association Hotel Management "Diplôme".
 - 3.2. BTEC Higher National Diploma.
 - 3.3. Diploma of a Hotel School or other recognized diploma with minimum of 2.5 year program.
 - 3.4. Applications from students wishing to transfer from other programs will be considered.
4. Students from other Hotel schools will be considered for entry into this program. Appropriate entry level will be determined according to their qualifications. In order to make a formal academic evaluation, candidates are required to submit an official program outline and transcript of previous studies.
5. Copies of working experience certificates in the hotel industry if applicable.
6. If English is not your mother tongue or if you have not studied in an English speaking school for at least three years, please enclose one of the following:
 - 6.1 TOEFL: minimum score of 550 points for the paper based test, 213 points for the computer based test and 79-80 on the internet-based test.
The TOEFL testing code number for Les Roches is 9827.
 - 6.2 Cambridge First Certificate: grade B.
 - 6.3 IELTS minimum overall band of 5.5 in all components.
 - 6.4 All English certificates must have been issued in the last 12 months prior to admission.
7. A valid medical certificate.

E. POSTGRADUATE PROGRAM

1. Normally 24 years old and above.
2. A completed application form with all pertinent attachments and an application fee of CHF. 100.-.
3. A completed study plan form, dated and signed.
4. Must hold a Bachelor Degree from an accredited Institution of higher learning in any non-hospitality field or have over three years of documented work experience at an appropriate level. Non-degree holders will receive the Professional Development Certificate or Diploma.
5. A reference letter of a professional or academic nature.
6. If English is not your mother tongue or if you have not studied in an English speaking school for at least three years, please enclose one of the following:
 - 6.1 TOEFL: minimum score of 500 points for the paper based test, 173 points for the computer based test and 61 on the internet-based test. The TOEFL testing code number for Les Roches is 9827.
 - 6.2 Cambridge First Certificate: grade C.
 - 6.3 IELTS minimum overall band of 5.0 in all components.
 - 6.4 All English certificates must have been issued in the last 12 months prior to admission.
7. A valid medical certificate.

F. MASTER OF BUSINESS ADMINISTRATION

1. Normally aged 24 years old or above.
2. A completed application form with all pertinent attachments and an application fee of CHF. 100.- (for new students).
3. A completed study plan form, dated and signed.
4. Must hold a Bachelor Degree from an accredited Institution of higher learning in any field.

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5. A confidential reference form which the Admissions Department will send to the candidate upon receipt of his/her application.
 6. If English is not your mother tongue or if you have not studied in an English speaking school for at least three years please enclose one of the following:
 - 6.1 TOEFL: minimum score of 550 points for the paper based test, 213 points for the computer based test and 79-80 on the internet-based test.
The TOEFL testing code number for Les Roches is 9827.
 - 6.2 Cambridge First Certificate: grade B.
 - 6.3 IELTS minimum overall band of 5.5 in all components.
 - 6.4 All English certificates must have been issued in the last 12 months prior to admission.
 7. A valid medical certificate.
 8. The school may require a phone or personal interview before admission into the program.

G. INTENSIVE ENGLISH

1. Admission granted after submission and acceptance of student's transcripts

H. MISCELLANEOUS

H.1 Students with Special needs

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

H.1.1 Learning Support Policy

Learning support provision

- The support available is limited and dependent on supporting documented evidence of a specific learning difficulty, 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 Learning Support Coordinator
- All forms of support and assistance are initially assessed and arranged through discussions with the Learning Support Coordinator
- Regular meetings can be arranged with the Learning Support Coordinator in order to assist students with planning their work, time management and the best way to study their course
- Students are 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 Learning Support Coordinator at the earliest opportunity
- Alternative exam arrangements are to be discussed with the Learning Support Coordinator and may include some of the following: extra time in exams, use of a laptop, reader, scribe/ Amanuensis

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

Learning Support works with Student Services and academic departments to co-ordinate a range of support aimed at ensuring students with specific learning difficulties can achieve their potential. Support does not guarantee success, but is there to facilitate access to the opportunities for success. In addition, Learning 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.

H.2 Progression Policy

Students are required to confirm their intentions for each successive semester. This procedure is intended primarily as a control of student plans rather than a reappraisal of student acceptability. Students exempted from internship are accepted into the next semester, based on space availability. Progression forms are circulated to students as part of their final report packet. As decisions, regarding space availability for transfer students, are to some extent dependent upon reapplication, deadlines must be respected.

H.3 Transfer Students

Applications for transfer to Les Roches are considered on a case-by-case basis for credit acceptance. Admissions department in conjunction with the Director of Academic Affairs will review and assess credit transfer.

H.4 Withdrawal from the School

Students may withdraw from the school at any time, however tuition fees are not refundable. The method of completing the semester is dependent upon the time of withdrawal.

I. TRANSFER

I.1 Transfer to Les Roches from Associated Institutions

Transfer from associated institutions includes: The European Center For Tourism Studies, Corfu in Greece; Endicott College, Massachusetts, U.S.A.; Enderun Colleges, Philippines; Regal Constellation College, Canada; The International Hotel & Tourism Industry Management School, Thailand; Americanos College, Cyprus; Canadian Tourism College, Canada; Kendall College, USA; Mira Costa College, USA; SHATEC, Singapore; Sunway College, Malaysia; Taylor's College, Malaysia; UDD, Chile.

A completed application form with all pertinent attachments and an application fee of CHF. 100.-

1. Students from these institutions should apply to the Registrar for the program of their choice and the Registrar and Director of Academic Affairs will confer and agree the entry point.
2. If English is not your mother tongue, or if you have not spent at least 3 years in an English speaking school, please enclose a copy of:
 - 2.1 TOEFL: minimum score of 550 or 213 for new computer scoring system or 79-80 for the internet-based test.
 - 2.2 Cambridge First Certificate: Grade B.
 - 2.3 IELTS: minimum overall band of 5.5 in all components.
 - 2.4 All English certificates must have been issued in the last 12 months prior to admission.

Study abroad programs: New Hampshire Community Technical College, USA; Widener University, USA.

1. A completed application form with all pertinent attachments and an application fee of CHF. 100.-.
2. Students from these institutions should apply to the Registrar of the Institution for the program of their choice.
3. The following are some of the institutions with which we have credit agreements:

Inacap School of Hotel Management, Chile; Imperial Hotel Management College, Canada; Canadian Tourism College, Canada; Mira Costa College, USA; Nilai International College, Malaysia; North Seattle Community College, USA; Spokane Community College, USA; Taylor's College, Malaysia; Vancouver Community College, Canada; Vancouver Premier College, Canada.

I.2 Transfer to Les Roches from Another Institution

Les Roches recognizes credit earned at other accredited institutions and transfer is welcome. Requirements for the decision making process are the following:

1. A completed application form with all pertinent attachments and an application fee of CHF. 100.-
2. A letter of recommendation.
3. An official high school transcript, essays and scores from either the SAT or ACT.
4. An official transcript from previous colleges and / or schools and a copy of the program catalogue.
5. Application for transfer will be made to the Registrar who will confer with the Director of Academic Affairs to agree transferability and entry point.
6. Students with appropriate previous certified learning will be admitted onto the course. The program that the students will follow will be designed to meet the students' learning needs based on organizational constraints. The program will be agreed with the Dean and the Director of Academic Affairs. Students who transfer to Les Roches programs are required to take at least 30% of the undergraduate program.
7. If English is not your mother tongue, or if you have not spent at least 3 years in an English speaking school, please enclose a copy of:
 - 7.1 TOEFL: minimum score of 550 or 213 for new computer scoring system or 79-80 for the internet based test.
 - 7.2 Cambridge First Certificate: Grade B.
 - 7.3 I.E.L.T.S: minimum overall band of 5.5 in all components.
 - 7.4 All English certificates must have been issued in the last 12 months prior to admission.

7. CALENDAR 2009 – 2010

A. 2009 – 2010 ENTRANCE ENGLISH EXAM – SPECIAL SCHEDULE

Semester	Course	Arrival	Exam Date
July 2009	SHA Diploma	25th July	27th July
August 2009	BBA / PGD	4th August	5th August
January 2010	SHA Diploma	16th January	18th January
January 2010	BBA / PGD	26th January	27th January
July 2010	SHA Diploma	24th July	26th July
August 2010	BBA / PGD	3rd August	4th August

B. HIGHER DIPLOMA, SHA DIPLOMA AND ASSOCIATE DEGREE

B.1 New Students HOI

Semester	Registration	Start Date	End Date
July 2009	25th and 26th July	27th July	11th December
January 2010	16th and 17th January	18th January	4th June
July 2010	24th and 25th July	26th July	10th December

B.2 Returning Students and Direct Entry (HOII and HOIII)

Semester	Registration	Start Date	End Date
July 2009	23rd and 24th July	27th July	11th December
January 2010	14th and 15th January	18th January	4th June
July 2010	22nd and 23rd July	26th July	10th December

C. JOINT ASSOCIATE DEGREE WITH NHCTC

Semester	Registration	Start Date	End Date
July 2009	23rd and 24th July	27th July	11th December
January 2010	14th and 15th January	18th January	4th June
July 2010	22nd and 23rd July	26th July	10th December

D. BACHELOR OF BUSINESS ADMINISTRATION

Semester	Registration	Start Date	End Date
July 2009 (BBA I)	4th and 5th August	10th August	11th December
July 2009 (BBA II)	23rd and 24th July	27th July	4th December
January 2010 (BBA I)	26th and 27th January	1st February	4th June
January 2010 (BBA II)	14th and 15th January	18th January	28th May
July 2010 (BBA I)	3rd and 4th August	9th August	10th December
July 2010 (BBA II)	22nd and 23rd July	26th July	3rd December

E. BSC IN HOSPITALITY MANAGEMENT WITH A CONCENTRATION IN FOOD, BEVERAGE AND OPERATIONS MANAGEMENT

E.1 New Students

Preparatory Year	Registration	Start Date	End Date
July 2009	25th and 26th July	27th July	11th December
January 2010	16th and 17th January	18th January	4th June
July 2010	24th and 25th July	26th July	10th December

E.2 Returning Students (July 2009 Semester 1, January, July 2010 Semesters 1 & 2,)

Semester	Registration	Start Date	End Date
July 2009 (BSc Sem 1 – 5)	6th and 7th August	10th August	11th December
January 2010	28th and 29th January	1st February	4th June
July 2010	5th and 6th August	9th August	10th December

E.3 Returning Students (July 2009 Semesters 2,4, 5, 6. January and July 2010 Semesters 4, 5, 6)

Semester	Registration	Start Date	End Date
July 2009 (BSc 2,4,5,6,)	23rd and 24th July	27th July	4th December
January 2010 (BSc 4,5,6)	14th and 15th January	18th January	28th May
July 2010 (BSc 4,5,6)	22nd and 23rd July	26th July	3rd December

F. INTENSIVE ENGLISH

Semester	Registration	Start Date	End Date
July 2009	25th and 26th July	27th July	11th December
January 2010	16th and 17th January	18th January	4th June
July 2010	24th and 25th July	26th July	10th December

G. POSTGRADUATE PROGRAMS

Semester	Registration	Start Date	End Date
July 2009 (semester 1)	4th and 5th August	10th August	11th December
July 2009 (semester 2)	23rd and 24th July	27th July	4th December
January 2010 (semester 1)	26th and 27th January	1st February	4th June
January 2010 (semester 2)	14th and 15th January	18th January	28th May
July 2010 (semester 1)	3rd and 4th August	9th August	10th December
July 2010 (semester 2)	22nd and 23rd July	26th July	3rd December

H. UEM MBA IN HOSPITALITY (MARKETING AND FINANCE)

Semester	Registration	Start Date	End Date
July 2009	25th and 26th July	27th July	11th December
January 2010	16th and 17th January	18th January	5th June
July 2010	24th and 25th July	26th July	10th December

I. MID-SEMESTER BREAKS

Semester	Breaks	Classes restart
Autumn 2009	5th October –9th October	12th October
Spring 2010	29th March– 5th April	6th April
Autumn 2010	4th October –8th October	11th October

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

8. INFORMATION TECHNOLOGY EQUIPMENT POLICY

Students joining **Les Roches, International School of Hotel Management** will need to have individual access to our intranet website, which hosts student information, including support and teaching documents and other learning resources, and students will also require access to the internet which is vital for access to online library resources, email and project research. This applies to the Associate Degree, Bachelors Degrees (BBA, BSc), Masters Programs, Post Graduate Programs, SHA Diploma / Certificate.

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

Option 1 – Les Roches Laptop Package

Students are strongly encouraged to purchase a package through the School. It comprises a latest model laptop, extended warranty and an enhanced support program through the School IT team.

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

Intel Core 2 Processor (or equiv.)	Internal 100MB/1GB Network Connection
4GB Ram	160GB Hard Drive
15.4 inch Screen (SXGA)	DVD/RW Multi-Burner
USB connections	Bluetooth, Wireless Lan
3 Years warranty	

In order to benefit from the latest choices and prices, the actual model is selected 2 months before the intake. It will be from one of the market leading brands: IBM/Lenovo, Acer, HP

Ordering instructions to be published on the School web site 2 months before in-take.

Option 2 – Student's Own Laptop

2.1 Software Specification

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

- One version of the Windows Operating system must be installed (**Only Genuine Software Licenses as accepted**)
 - o Windows **XP Professional**, or **Home** versions – IN ENGLISH ONLY
 - o Windows **Vista Business, Ultimate, or Home** versions – IN ENGLISH ONLY
- **No Dual Boot – Only ONE Operating System**
- Apple Mac machines can only be connected if they have a full **Windows XP** or **Windows Vista** operating system installed (Home, Pro, Business, Ultimate)
- Microsoft Office 2007 – The IT training courses on Word, Excel, Power point, and Access etc, are based on the 2007 version of Microsoft Office. (Also important for ease of file sharing).
- Microsoft Internet Explorer Version 6.0 or higher
- Anti-Virus software (The school will provide software for your use).

IMPORTANT: Les Roches does NOT provide any software (windows XP, Office...etc)

It is to your benefit to bring your program setup CDs and license numbers with you, including any CDs you received with your laptop, as these will be required if your machine needs to be re-installed. Failure to do so could lead to lengthy delays in the repair of the laptop.

2.2 Minimum Specification

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

Pentium 4 1.6GHZ, 2GB Ram, 40GB hard disk space available, WPA2 capable WiFi

Operating systems as listed above.

2.3 I.T. Support

It should be noted that Les Roches does not offer any hardware support for student's laptops not purchased through the school. The responsibility of hardware maintenance, purchase of all

Software, upgrades and support rests with the student. Les Roches can provide students with a list of local suppliers who offer these services.

Latest update of this document available on www.lesroches.edu (admission section)

9. FEES AND FINANCIAL AID

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

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

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

Financial aid for enrolled students

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

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

Applications should be submitted by 1st April or 1st November of each year to the Registrar who will liaise with the Directeur Général. They will take a decision based on the documentation received and the current academic standing of the student. The Directeur Général approves the final decision in writing.

Financial aid for prospective students

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

10. ACADEMIC PROGRAMS

A. CERTIFICATE IN INTERNATIONAL HOSPITALITY OPERATIONS IN CONJUNCTION WITH THE SWISS HOTEL ASSOCIATION (ONLY ON OFFER AT OUR SHANGHAI BRANCH CAMPUS)

The Les Roches Certificate in International Hospitality Operations in conjunction with the Swiss Hotel Association is a two-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 two-year program. It consists of a total of four 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: two academic and practical semesters at the School rotating with two semesters in the hospitality industry (internship). The internship period (four-five months) in Switzerland or overseas is regulated by a formal, legal and financial contract. Les Roches Career Development and Industrial Placement Office assists students in all aspects by helping them to secure adequate positions, by visiting them (if the internship is in Switzerland or the UK) and by checking on their progress. The final evaluation of the internship is an integral part of the first year's results. This program comprises 39.5 academic credits.

A.1 Program Objectives

The aim of the Certificate in International Hospitality Operations in conjunction with the SHA 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 SHA Diploma.

Learning outcomes

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

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

A.2 Program Content

Semester 1: Hotel Administrations I

Course No.	Course Name	Credits
FBS S1106	Service Techniques – Craft-based Learning (CBL)	3
SCI 1163	Food Hygiene, Stewardship and Equipment	3
FBS 1102	Principles of Bar and Beverage Operations	3
FBS 1103	Service Concepts	3
RDM 1128	Rooms Division Operations	3
GEN1190	Principles of Computer Applications	3
GEN 1135	Academic English	3
GEN S1111	Scientific Principles of Human Nutrition and Food	3
MKT S1140	Principles of Hospitality Marketing	0
Total credits:		24

Semester 2: Hotel Administrations II

Course No.	Course Name	Credits
CUL S2115	Introduction to Culinary Arts and Pastry/Bakery	1.5
CUL 2122	Culinary Concepts	3
FIN 2172	Hospitality Financial Accounting and Control	3
RDM 2129	Rooms Division Administration	3
GEN 2133	Advanced Writing Skills	3
INT S108	Internship	2
Total credits:		15.5

Semester 4:	Bridge	
GEN S2134	Effective English Communication	6
GEN 2176	Organizational Behavior	3
TRM S2186	Trends in the World of Hospitality	3
CUL S2116	Culinary Arts – CBL	1.5
INT S108	Internship 2 credits	0
	Add Marketing Credit	3
	Total taught credits:	16.5
	Total credits with internships:	56

B. SWISS HOTEL ASSOCIATION “DIPLOME” IN HOTEL MANAGEMENT

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

The Swiss Hotel Association “Diplôme” may be earned after completing the three-year program. It consists of a total of six semesters. Based upon the firm conviction that theoretical and practical knowledge and industry experience have to grow in harmony, the program divides the student's schedule equally between these two facets: three academic and practical semesters at the School rotating with three semesters in the hospitality industry (internship). The internship period (four-five months) in Switzerland or overseas is regulated by a formal, legal and financial contract. Les Roches Career Development and Industrial Placement Office assists students in all aspects by helping them to secure adequate positions, by visiting them (if the internship is in Switzerland or the UK) and by checking on their progress. The final evaluation of the internship is an integral part of the year's results. This program comprises 86.5 academic credits.

B.1 Program Objectives

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

Learning outcomes

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

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

B.2 Program Content

Semester 1: Hotel Operations I

Course No.	Course Name	Credits
FBS1101	Service Techniques – Craft-based Learning	3
SCI 1162	Principles of Cleaning Science and Food Hygiene	3
FBS 1102	Principles of Bar and Beverage Operations	3
FBS 1103	Service Concepts	3
RDM 1128	Rooms Division Operations	3
TRM 1186	Introduction to the World of Hospitality	3

9 credits from the following as required:

GEN1190	Introduction to Computer Applications	3
GEN 1133	Effective Writing	3
GEN 1134	Professional English	3
GEN 1135	Academic English	3
GEN 1146/9/ 53	Basic French, German or Spanish	3
GEN 1147	Pre-Intermediate French	3
GEN 1171	Mathematics (as required)	1

Total credits: 28

Semester 2: Hotel Operations I

INT1108 Internship 2

Semester 3: Hotel Operations II

Course No.	Course Name	Credits
CUL 2116	Culinary Arts – Craft-based Learning	3
CUL 2119	Pastry and Bakery Operations – Craft-based Learning	1.5
CUL 2122	Culinary Concepts	3
FIN 2172	Hospitality Financial Accounting and Control	3
RDM 2129	Rooms Division Administration	3

12 credits from the following as required:

GEN 2112	Scientific Principles of Human Nutrition and Food	3
GEN 2176	Organizational Behavior	3
GEN 2133	Advanced Writing Skills	3
GEN 2134	Effective Communication	3
GEN 2146/9/ 53	Basic French, German or Spanish	3
GEN 2147/ 50/54	Pre-Intermediate French, German or Spanish	3
GEN 2148	Intermediate French	3

Total credits: 25.5

Semester 4: Hotel Operations II

INT 2109 Internship 2

Semester 5: Hotel Operations III

Course No.	Course Name	Credits
RDM 3130	Rooms Division Management	3
FBM 3196	Food and Beverage Management	3
RDM 3131	Facilities Management	3
FIN 3173	Hospitality Managerial Accounting	3
HRM 3176	Hospitality Human Resources	3
MKT 3182	Hospitality Marketing	3

9 credits from the following as required:

GEN 3199	Economics	3
GEN 3109	Psychology	3
GEN 3146/53/55	Basic French, Spanish or Italian	3
GEN 3147/50/ 54	Pre-intermediate French, German or Spanish	3
GEN 3148/51/56	Intermediate French, German or Spanish	3
GEN 3152	Basic Mandarin	3

Total credits: 27

Semester 6: Hotel Operations III

INT 3110 Internship 2

Total credits for SHA diploma: 86.5

C. ASSOCIATE DEGREE OF BUSINESS ADMINISTRATION IN FOOD AND BEVERAGE OPERATIONS

C.1 Program Objectives

To graduate with an associate degree a student must complete Hotel Operations I and II as well as gain 6 credits from Hotel Operations III which must be either in Rooms Division Management or Food and Beverage Management as well as pass a General Education subject.

Learning Outcomes

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

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

C.2 Program Content

Semester 1: Hotel Operations I

Course No.	Course Name	Credits
FBS1101	Service Techniques – Craft-based Learning	3
SCI 1162	Principles of Cleaning Science and Food Hygiene	3
FBS 1102	Principles of Bar and Beverage Operations	3
FBS 1103	Service Concepts	3
RDM 1128	Rooms Division Operations	3
TRM 1186	Introduction to the World of Hospitality	3

9 credits from the following as required:

GEN1190	Introduction to Computer Applications	3
GEN 1133	Effective Writing	3
GEN 1134	Professional English	3
GEN 1135	Academic English	3
GEN 1146/49/53	Basic French, German or Spanish	3
GEN 1147	Pre-intermediate French	3
GEN 1171	Mathematics (as required)	1
Total credits:		28

Semester 2: Hotel Operations I

INT1108	Internship	2
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Semester 3: Hotel Operations II

Course No.	Course Name	Credits
CUL 2116	Culinary Arts – Craft-based Learning	3
CUL 2119	Pastry and Bakery Operations – Craft-based Learning	1.5
CUL 2122	Culinary Concepts	3
FIN 2172	Hospitality Financial Accounting and Control	3
RDM 2129	Rooms Division Administration	3

9 credits from the following as required:

GEN 2112	Scientific Principles of Human Nutrition and Food	3
GEN 2176	Organizational Behavior	3
GEN 2133	Advanced Writing Skills	3
GEN 2134	Effective Communication	3
GEN 2146/49/53	Basic French, German or Spanish	3
GEN 2147/50/54	Pre-Intermediate French, German or Spanish	3
GEN 2148	Intermediate French	3
Total credits:		25.5

Semester 4: Hotel Operations II

INT 2109	Internship	2
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Semester 5: Hotel Operations III

Course No.	Course Name	Credits
RDM 3130	Rooms Division Management	3
FBM 3196	Food and Beverage Management	3

6 credits from the following as required:

GEN 3199	Economics	3
GEN 3109	Psychology	3
GEN 3146/53/55	Basic French, Spanish or Italian	3
GEN 3147/50/54	Pre-intermediate French, German or Spanish	3
GEN 3148/51/56	Intermediate French, German or Spanish	3
GEN 3152	Basic Mandarin	3
Total credits:		63.5

D. HIGHER DIPLOMA IN HOTEL MANAGEMENT

This is awarded after the fifth semester of studies to students following the SHA "Diplôme" having studied at least 80 academic credits. Students may transfer to the degree from this program.

E. JOINT ASSOCIATE DEGREE WITH NEW HAMPSHIRE COMMUNITY TECHNICAL COLLEGE (NHCTC)

The joint associate degree with the NHCTC is a four-semester program combining two semesters in New Hampshire, USA, with one internship and one taught semester in Les Roches, Switzerland.

Semester 1: New Hampshire Community Technical College, USA

Course No.	Course Name	Credits
	English Composition	3
	Introductory IT	3
	French or German	3
	Maths for Business	
	Introduction to Marketing	3
	Introduction to Management	3
	Human Resources / Leadership	3
	Choice of General Education subject	3
Total credits:		18

Semester 2: Les Roches, Switzerland

Course No.	Course Name	Credits
FBS 1101	Service Techniques – Craft-based Learning	3
CUL 2116	Culinary Arts – Craft-based Learning	3
FBS 1102	Principles of Bar and Beverage Operations	3
CUL 2122	Culinary Concepts	3
FBM NH96	Food and Beverage Management	3
TRM 1186	Introduction to the World of Hospitality	3
GEN 2147/2150	Pre-Intermediate French or German	3
Total credits:		21

Semester 3:

INT 1108	Internship	2
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Semester 4: New Hampshire Community Technical College, USA

Course No.	Course Name	Credits
	English Literature	3
	Advanced IT	3
	Economics	3
	Accounting 1	3
	Accounting 2	3
	Choice of General Education subject	3
Total credits:		18

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

The Bachelor of Business Administration Program is a two-semester, full-time, degree completion program, open to students who successfully complete the Higher Diploma or equivalent.

The fourth year of study develops 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 127.5 credits in the full four-year program. Three separate awards are offered to students to allow them to develop areas of special interest.

F.1 Program Objectives

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

Learning outcomes

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

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

F.2 Program Content

Semester 7: BBA I

Course No.	Course Name	Credits
INTERNATIONAL HOTEL MANAGEMENT WITH ENTREPRENEURSHIP		
MM 4195	Modeling for Management	3
MKT 4186	International Strategic Marketing	3
FIN 4176	Financial Management	3
RDM 4133	Hotel Design	3
9 credits from the following as required:		
GEN 4107	Research Methods	3
GEN 4168	Quantitative Techniques	3
GEN 4109	Principles of Sociology	3
GEN 4112	Words and Images: making the words move	3
GEN 4114	Principles of Philosophy: critical thinking	3
GEN 4115	Advanced French and Literature	3
GEN 4127	Aesthetic Expressions	3
GEN 4111	Cultural Diversity	3
		Total credits: 21
INTERNATIONAL HOTEL MANAGEMENT WITH MARKETING		
MM 4195	Modeling for Management	3
MKT 4186	International Strategic Marketing	3
FIN 4176	Financial Management	3
MKT 4185	Hospitality Distribution and E-Commerce	3
9 credits from the following as required:		
GEN 4107	Research Methods	3
GEN 4168	Quantitative Techniques	3
GEN 4109	Principles of Sociology	3
GEN 4112	Words and Images: making the words move	3
GEN 4114	Principles of Philosophy: critical thinking	3
GEN 4115	Advanced French and Literature	3
GEN 4127	Aesthetic Expressions	3
GEN 4111	Cultural Diversity	3
		Total credits: 21
INTERNATIONAL HOTEL MANAGEMENT WITH FINANCE		

MM 4195	Modeling for Management	3
MKT 4186	International Strategic Marketing	3
FIN 4171	Performance Management	3
FIN 4172	Financial Management and its Environment	3
9 credits from the following as required:		
GEN 4107	Research Methods	3
GEN 4168	Quantitative Techniques	3
GEN 4109	Principles of Sociology	3
GEN 4112	Words and Images: making the words move	3
GEN 4114	Principles of Philosophy: critical thinking	3
GEN 4115	Advanced French and Literature	3
GEN 4127	Aesthetic Expressions	3
GEN 4111	Cultural Diversity	3
Total credits:		21

Semester 8: BBA II

INTERNATIONAL HOTEL MANAGEMENT WITH ENTREPRENEURSHIP

HRM 4179	Leadership and Human Resource Management*	3
RDM 4134	Revenue and Pricing Management*	3
TRM 4187	Tourism Studies (compulsory for ordinary degree)*	3
RDM 4136	Business Planning	3

6 credits from the following as required:

GEN 4113	Politics and International Affairs	3
GEN 4116	Contemporary History	3
GEN 4120	Theatre Studies and Drama	3
GEN 4126	Ethics and Morals in Society: right or wrong?	3
GEN 4127	Aesthetic Expressions	3
GEN 4128	Anthropology of Tourism	3
GEN 4129	Crisis and Disaster in the Contemporary World	3
GEN 4161	Environmental Studies	3

Total credits for ordinary degree: 39

DIS 4109	Dissertation (compulsory for honors degree)	6
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Total credits for honors degree: 42

* optional for honors

INTERNATIONAL HOTEL MANAGEMENT WITH MARKETING

HRM 4179	Leadership and Human Resource Management*	3
RDM 4134	Revenue and Pricing Management*	3
TRM 4187	Tourism Studies (compulsory for ordinary degree)*	3
MKT 4183	Advertising and Public Relations	3

6 credits from the following as required:

GEN 4113	Politics and International Affairs	3
GEN 4116	Contemporary History	3
GEN 4120	Theatre Studies and Drama	3
GEN 4126	Ethics and Morals in Society: right or wrong?	3
GEN 4127	Aesthetic Expressions	3
GEN 4128	Anthropology of Tourism	3
GEN 4129	Crisis and Disaster in the Contemporary World	3
GEN 4161	Environmental Studies	3

Total credits for ordinary degree: 39

DIS 4109	Dissertation (compulsory for honors degree)	6
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Total credits for honors degree: 42

* optional for honors

INTERNATIONAL HOTEL MANAGEMENT WITH FINANCE

HRM 4179	Leadership and Human Resource Management	3
RDM 4134	Revenue and Pricing Management*	3
TRM 4187	Tourism Studies (compulsory for ordinary degree)*	3

FIN 4173	Financial Management for Decision Making	3
6 credits from the following as required:		
GEN 4113	Politics and International Affairs	3
GEN 4116	Contemporary History	3
GEN 4120	Theatre Studies and Drama	3
GEN 4126	Ethics and Morals in Society: right or wrong?	3
GEN 4127	Aesthetic Expressions	3
GEN 4128	Anthropology of Tourism	3
GEN 4129	Crisis and Disaster in the Contemporary World	3
GEN 4161	Environmental Studies	3
		Total credits for ordinary degree: 39
DIS 4109	Dissertation (compulsory for honors degree)	6
		Total credits for honors degree: 42

*optional for honors

G. BACHELOR OF SCIENCE IN HOSPITALITY MANAGEMENT WITH A CONCENTRATION IN FOOD, BEVERAGE AND OPERATIONS MANAGEMENT

The Bachelor of Science is a four-year, full-time degree, including a preparatory year. It is aimed at developing professional, managerial and strategic competencies in food, beverage and operations management. The program of study is designed to develop the students' critical awareness and knowledge of all aspects of the food services sector. See Program Overview

G.1 Program Objectives

The aim of the Degree Program is to prepare students for leadership within the Hospitality Industry with a specific focus on Hospitality Management. The student will develop professional, managerial and strategic competencies through a range of teaching processes, including craft based learning, didactic and student centered approaches. The program develops generic thinking skills through exposure to contemporary management theory within the context of hospitality specific operations. The Food Services specialization allows students to focus on the operational context of the hospitality industry opening other career opportunities.

Learning outcomes

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

- Reflect on the knowledge and skills acquired, differentiating between the many roles and responsibilities of a manager within a range of hospitality environments.
- Demonstrate an understanding and awareness of the cross-cultural, moral and ethical issues in the management of hospitality organizations.
- Examine and critically analyze the principles and practices of theory to respond to contemporary issues and evaluate trends affecting the global hospitality industry.
- Use effectively the full range of common skills developed during the program.
- Act as autonomous learners and reflective practitioners working towards realizing their personal and professional potential.
- Display operational, managerial, and entrepreneurial competencies valued by industry employers.

G.2 Program Content

Preparatory Year (P1)

Course No.	Course	ECTS
HF 100 L	CBL – Food Production and Service Operations	0
HF 102 L	Service Concepts	0
HF 103 L	Culinary Concepts	0
HF 106 L	Bar and Beverage Operations	0
HFG 123 L	Personal Professional Development	0
HF 104 L	Introduction to Rooms Division Operations	0
HFG 120 L	English (Extension or Academic)	0
HFG 121 L	Foreign Language	0
HFG 122 L	Information Technology	0

		Total credits:	0
<u>Preparatory Year (P2)</u>			
HF 105 L	Internship		0
<u>Semester 1</u>			
H 100	Team Motivation & Personal Skills		5
HE 110	Financial Accounting		5
H 104	Introduction to International Hospitality Business		5
HG 120	Academic Writing		5
HG 121	Foreign Language		2.5
HG 122	Advanced Information Technology		2.5
		Total credits:	25
<u>Semester 2</u>			
H 103	Menu Engineering & Product Knowledge		5
H 106	Facilities Planning & Operational Systems		5
H 102	Technology for Hospitality Management		5
H 101	Food Technology & Hazard Analysis Critical Control Point		5
HE 112	Financial Management 1		5
H 110	Tourism 1		5
HG 224*	Research Methods		5
* Level 2 Module			
		Total credits:	35
<u>Semester 3</u>			
H 200	Internship		15
H 201	Reflection on Practice		10
		Total credits:	25
<u>Semester 4 (exchange semester)</u>			
HE 213	Marketing 1		5
HG 220	Statistics		5
H 203	Legislation and Contractual Law		5
HE 210	Financial Management 2		5
HE 211	Human Capital 1		5
HG 222	Economics		5
H 205	Customer Service and Satisfaction		5
		Total credits:	35
<u>Semester 5</u>			
H 301	Food Issues & Trends in the 21 st Century		5
H 302	Event Management & Support Technology		5
H 300	Dissertation		15
HE 310	Revenue Maximization and Pricing Optimization		5
HE 312	Marketing 2		5
		Total credits:	35
<u>Semester 6</u>			
H 304	Virtual Food & Beverage Business		5
HE 311	Human Capital 2		5
HE 314	Marketing 3		5
HE 313	Corporate Governance and Social Responsibility		5
HG 321	Environmental Management		5
		Total credits:	25
		Total credits for BSc:	180

H. POSTGRADUATE PROGRAM

The Postgraduate Program is available to mature and committed career changers who wish to enter the international hospitality industry. The program consists of two 15-week semester, plus an additional minimum three-month period of an industry internship. The program includes a mixture of hospitality and business management theoretical courses and traditional Swiss culinary art. Food and beverage operational management training is integrated into the program framework.

H.1 Program Objectives

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

Learning outcomes

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

- Allocate resources, implement processes and evaluate outcomes for effective hospitality management.
- Have a command of transfer skills and supervisory competencies for personal and professional development in a multi-cultural environment.
- Understand and implement Human Resource strategies to efficiently and effectively approach TQM.
- Develop business plans applying methods of revenue forecasting and cash budgets appropriate for the hospitality industry.

H.2 Program Content

Semester 1: Postgraduate Certificate in International Hospitality Operations

Course No.	Course	Credits
FIN P171	Financial Management	3
HRM P176	Operational Human Resource Management	3
RDM P126	Rooms Division Operations Management	3
FBM P196	Food and Beverage Operations Management	3
FBS P101	Food Production and Service Operations	3
ENG P131	English Learning Support	0
GEN P146/49/53	Basic French or German or Spanish	3
GEN P147	Pre-Intermediate French	3
	Total credits:	18

Semester 2: Postgraduate Diploma in International Hospitality Administration

FIN P174	Performance Management	3
HRM P177	Planning and Development	3
RDM P134	Yield and Revenue Management	3
HRM P180	Quality Enhancement in the Service Sector	3
MKT P182	International Strategic Marketing	3
FBM P197	Events Management	3
	Total credits:	18

H.3 Postgraduate Higher Diploma in International Hospitality Management

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

I. MASTER OF BUSINESS ADMINISTRATION (UNIVERSIDAD EUROPEA DE MADRID PROGRAM)

This program is offered at Les Roches by Universidad Europea in Madrid (UEM), one of Spain's leading business universities. The 4 modules of the on-campus portion of the MBA program can easily be completed in less than one year. This is then followed by a thesis that will be completed by the student in the next 8 months; this is undertaken at the student's workplace. On completion of this program students will be awarded an MBA from UEM.

I.1 Program Objectives

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

Learning outcomes

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

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

I.2 Program Content

Course No.	Course	Credits
MODULE 1:	Leadership and Development	
UE 505	Research Methodology	0
UE 531	Managing Across Cultures	1
UE 536	Leadership & Development	3
UE 538	Strategic Management	3
UE 572	Sustainability	3
	Total credits:	10
MODULE 2:	Hospitality Technologies	
UE 509	Trends in Tourism and Hospitality	1
UE 542	Six Sigma and a Comparative Overview of Quality Systems	3
UE 562	Strategic Operational Management	3
UE 508	Tourism Destinations and Event Planning	3
	Total credits:	10
MODULE 3:	Hospitality Business	
UE 505	Research Methodology	0
UE 541	Business Economics	1
UE 561	Strategic Hospitality Marketing	3
UE 551	Hospitality Financial Management and Budgeting	3
UE 504	Data Analysis and Decision Making	3
	Total credits:	10
MODULE 4:	Hospitality Finance	
UE 556	Risk Management	1
UE 552	Corporate Finance	3
UE 555	Investment Strategies for Financial Markets and Asset Management	3
UE 516	Revenue and Pricing Management	3
	Total credits:	10
Or		
MODULE 4:	Hospitality Marketing	
UE 563	Consumer Behavior	1
UE 516	Revenue and Pricing Management	3
UE 565	Brand Marketing	3
UE 566	E-marketing	3
	Total credits:	10
COMMON TO BOTH HOSPITALITY FINANCE AND MARKETING		
UE 530	Thesis Project	6
	Total credits:	46

J. INTENSIVE ENGLISH LANGUAGE PROGRAM

This program prepares students who lack the formal English entry standards required for entry into the hospitality programs at Les Roches. The one-semester program focuses on Intensive English learning in small groups and includes some aspects of Hospitality and Tourism. Mathematics and computer skills taught in this program have the same curriculum as in Hotel Operations I. All students are required to successfully pass the Les Roches English Entrance Test prior to entry into its mainstream programs.

Program Objectives

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

Learning outcomes

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

- Write papers with the necessary skills to achieve accuracy.
- Express themselves orally with confidence.
- Understand reading texts and recognize different approaches to writing.
- Understand the general meaning and key information in spoken contexts.
- Show an awareness of a variety of cultural perspectives.
- Achieve competence in computer applications.
- Understand basic mathematical skills.

Program Content

Course number	Course name
ENG E34	Writing Skills
ENG E35	Grammar Focus
ENG E39	English Skills
ENG E42	Reading Skills
ENG E43	Tourism and Culture
ENG E44	Listening and Speaking
GEN E90	Introduction to Computers
GEN 1171	Mathematics

K. 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.

K.1 Program Objectives

This mission can be further expressed in these goals:

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

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

- use the English language fluently and accurately and communicate effectively
- understand and use applications of technology appropriate to a variety of academic and professional contexts
- employ the skills of information literacy: conduct inquiries and research, reflect critically on the resulting information, and use it appropriately
- relate theory to practice

- understand the principles, processes, and structures of science and apply scientific methodologies
- demonstrate respect for contemporary cultures and languages other than one's own
- interpret contemporary issues in relation to their historical perspectives
- respond critically to works in the arts and humanities
- examine social and political issues within global perspectives
- be aware of and reflect on personal development

K.2 Program Content

Course number Course name

Arts and Humanities

GEN 1105	Community Service
GEN 1110	Study Skills
GEN 1133	Effective Writing
GEN 1134 / 1135	Professional / Academic English
GEN 1146	Basic French
GEN 1149	Basic German
GEN 1153	Basic Spanish
GEN 2146	Basic French
GEN 2149	Basic German
GEN 2153	Basic Spanish
GEN 3146	Basic French
GEN 3153	Basic Spanish
GEN 3155	Basic Italian
GEN 2133	Advanced Writing Skills
GEN 2134	Effective Communication
GEN 1147	Pre-intermediate French
GEN 2147	Pre-intermediate French
GEN 2150	Pre-intermediate German
GEN 2154	Pre-intermediate Spanish
GEN 3147	Pre-intermediate French
GEN 3150	Pre-intermediate German
GEN 3154	Pre-intermediate Spanish
GEN 3148	Intermediate French
GEN 3151	Intermediate German
GEN 3156	Intermediate Spanish
GEN 3152	Basic Mandarin
GEN 4112	Words and Images: making the words move
GEN 4114	Principles of Philosophy – Critical Thinking
GEN 4115	Advanced French and Literature
GEN 4116	Contemporary History
GEN 4120	Theatre Studies and Drama
GEN 4123	Art Appreciation
GEN 4124	Spaces, Symbols and Relationships
GEN 4126	Ethics and Morals in Society: right or wrong?
GEN 4127	Aesthetic Expressions

Maths, Science and Technology

GEN 1171	Mathematics
GEN 1190	Introduction to Computer Applications
GEN 2112	Scientific Principles of Human Nutrition and Food
GEN 4121	Extraordinary Chemistry of Ordinary Things
GEN 4122	3D Computer Animation
GEN 4161	Environmental Studies
GEN 4168	Quantitative Techniques
GEN 5112	Food Technology and HACCP
GEN 5190	Technology for Management

Social Sciences

GEN 2176	Organizational Behavior
GEN 3109	Psychology
GEN 3199	Economics
GEN 4107	Research Methods
GEN 4109	Principles of Sociology
GEN 4111	Cultural Diversity
GEN 4113	Politics and International Affairs
GEN 4128	Anthropology of Tourism
GEN 4129	Crisis and Disaster in the Contemporary World

Professional Development

GEN 5111	Personal Professional Development
INT 5114	Internship
INT 5115	Internship
INT 1108	Internship
INT 2109 / 2111	Internship
INT 3110	Internship
INT 5108	Reflection on Practice
INT 5109	Career Planning

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

11. COURSE DESCRIPTIONS

A. CERTIFICATE AND SWISS HOTEL ASSOCIATION "DIPLOME"

CUL 2116 Culinary Arts – Craft-based Learning

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

CUL 2119 Pastry and Bakery Operations – Craft-based Learning

This course is designed to give students an understanding of the pastry and bakery operations within a four- or five-star hotel operation. The students will learn to assemble ingredients according to the recipe. They will understand the concept of being attentive to the sights, sounds and smells of the pastry / bakery lab. Specifically this course will develop the skill of following established methods of preparation and to measure ingredients accurately.

CUL 2122 Culinary Concepts

This course develops an understanding for various culinary concepts. Heating and cooling systems are differentiated and equipment options for various applications and energy consumptions are evaluated. Convenience food systems are detailed. Safe and unsafe working environments are analyzed. The course is designed to look at menu planning for various food outlets taking into consideration the marriage of nutrition and the imaginative, flavorful cuisine demanded by today's customers.

FBM 3196 Food and Beverage Management

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

FBS 1101 Craft-based Learning Food and Beverages Service Techniques

Craft-based learning in food and beverage service techniques offers students foundation level skills knowledge. Students are prepared to work effectively and efficiently in teams to provide timely and appropriate food and beverage service. Demonstrations, simulations and practical activities performed by the student will familiarize them with aspects of modern and classical service techniques.

FBS 1102 Principles of Bar and Beverage Operations

This course explains and examines the theoretical aspects of bar/beverage operation. The students will gain a good understanding of both alcoholic and non-alcoholic beverages by examining the history, people and culture of well-known production regions.

FBS 1103 Service Concepts

This course covers theory relevant to service types and styles used in international hospitality operations. It examines, analyses and differentiates the nature of good service. The course will ensure that the students appreciate and are able to select the appropriate service techniques and service styles.

FIN 2172 Hospitality Financial Accounting and Control

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

FIN 3173 Hospitality Managerial Accounting

This course proceeds from the understanding and analysis of financial statements developed during the third semester. The students will explore the key areas of financial decision making, forecasting, and budget development and analysis. Fixed, variable and semi-variable costs are differentiated, and revenue and cost responsibility are assigned. The effect that the behavior of costs has on certain management decisions is discussed, as is the use of C-V-P and break even analysis. Budget

preparation theories are reviewed, and budgeting techniques at the property level are applied. Methods for judging variances between actual and budget figures are considered. Issues relating to the importance of future cash flows are realized.

HRM 3176 Hospitality Human Resources

Hospitality Human Resources Management prepares the students to face the technical and operational challenges of their respective roles as junior supervisors/managers irrespective of the specialist area. Key themes explored include recruitment, interviewing techniques (selection, discipline, performance review) training and development, retention and motivation and improving organizational performance.

MKT 3182 Hospitality Marketing

This course considers the specific characteristics of modern hospitality marketing within an international context and applies effective, modern and coordinated marketing and sales solutions to achieve maximum market penetration. Distribution and partners in travel are distinguished and discoursed. Airlines and Hotels customer loyalty programs are outlined and evaluated in the context of brand loyalty issues. Relationship marketing is introduced. Various types of hotel marketing alliances are considered. Segmentation, differentiation, and multiple brands strategies are outlined. An introduction to yield management techniques is given.

RDM 1128 Rooms Division Operations

Four main components make up this course – Rooms Division (front office and housekeeping) operations, customer care, applied front office techniques and housekeeping technical operations. The program covers all aspects of the Guest Cycle in relation to the Rooms Division department. The course considers the role of customer care within the hotel and particularly within the Rooms Division environment. In addition, students will have the opportunity to develop practical knowledge and skills required of operational staff in front office and housekeeping. These skills will be developed in the classroom and the practical reception area and housekeeping operations.

RDM 2129 Rooms Division Administration

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

RDM 3130 Rooms Division Management

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

RDM 3131 Facilities Management

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

SCI 1162 Principles of Cleaning Science and Food Hygiene

This course is designed to ensure that students develop an understanding for the importance of the stewarding function within a food and beverage production area. The students will develop skills that will assist them in selecting equipment and materials to work effectively. The students will examine cleanliness and food hygiene.

TRM 1186 Introduction to the World of Hospitality

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

B. BACHELOR OF BUSINESS ADMINISTRATION (HONS) IN INTERNATIONAL HOTEL MANAGEMENT

Courses Common to all Degrees

DIS 4109 Dissertation (compulsory for honors degree)

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

HRM 4179 Leadership and Human Resource Management

Students will examine human resource functions from a global perspective in order to create a model work environment that meets the needs of culturally diverse employees or employees whose culture is different from their own. Commitment and performance are fostered by good human relations and leadership and all demand proper attention be given to human resource planning, management and employee relations. Issues and challenges associated with managing an international organization will be explored.

MKT 4186 International Strategic Marketing

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

MM 4195 Modeling for Management

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

RDM 4134 Revenue and Pricing Management

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

TRM 4187 Tourism Studies (compulsory for ordinary degree)

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

Hotel Management with Entrepreneurship

FIN 4176 Financial Management

In this course, the students will look at the role of financial management within a business and examine business models in terms of the utilization of their assets and the measurement of value in their investments. The students will look at the expected return required from these investments: their cost of capital and more specifically the cost of debt and equity. The student will explore the main methods of working capital management and examine working capital policies. The students will identify the risks in the operations of the company and examine measures to reduce these risks. Finally they will examine pricing and costing and the forms thereof.

RDM 4133 Hotel Design

Hotel design will address both the historical, current and future developments of properties within the industry within a global context. It will examine the steps taken to develop a design idea through to its links with business goals. The course will assess the relationships between design and size of the enterprise as well as between design and brand image. The external

impacts and factors affecting design will be considered. Case studies from across the globe will be reviewed and examined to highlight the issues.

Further the course will examine the subject surrounding destination management and its links to hospitality design. Concluding, the course will outline all the trends surrounding hospitality design, its main mechanisms and links with property management and investment strategies.

RDM 4136 Business Planning

A course that integrates and applies the full range of planning techniques studied within a hotel business project. Strategic marketing choices are linked to the financial objectives of a company, and various operational clusters affected by the plan are identified and developed into action / tactical projects. The course involves the application of marketing techniques such as Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis, the appreciation of the financial repercussions and operational and related human resource issues.

Marketing

FIN 4176 Financial Management

In this course the students will look at the role of financial management within a business and examine business models in terms of the utilization of their assets and the measurement of value in their investments. The students will look at the expected return required from these investments: their cost of capital and more specifically the cost of debt and equity. The student will explore the main methods of working capital management and examine working capital policies. The students will identify the risks in the operations of the company and examine measures to reduce these risks. Finally they will examine pricing and costing and the forms thereof.

MKT 4183 Advertising and Public Relations

This course is designed to develop students' understanding of the formulation and implementation of integrated marketing communication plans and associated activities. The course draws heavily on case study materials which enables students to appreciate and manage marketing communications within a variety of different contexts. Although the module is an integral part of the degree program, it should allow those who wish to sit for the external exams of the Chartered Institute to do so, in order to gain a professional qualification. The course enables students to be aware of the processes, issues and vocabulary associated with integrated marketing communications in order to make a contribution within their working environment both with internal and external audiences.

MKT 4185 Hospitality Distribution and E-Commerce

This course is designed to give students the required skills and knowledge to understand internet-based emerging hospitality distribution tactics and business models. Students will be able to develop into intelligent users of E-commerce, understanding intelligent suppliers of E-commerce ideas and concepts.

Finance

FIN 4171 Performance Management

The aim of this course is to develop in the student an understanding of knowledge required and the techniques available to measure, analyze and manage business performance within organizations. The course considers performance management from three broad and overlapping perspectives: planning and decision making; measuring performance and managing performance. Students will also gain a working knowledge of the tools of financial analysis including financial statement analysis, time value of money, valuation of stocks and bonds, risk and return, interest rates, capital budgeting, cost of capital estimation. This course will also prepare students for the Performance Management and Financial Strategy modules offered by the Association of Chartered Certified Accountants as part of the Diploma in Financial Management.

FIN 4172 Financial Management and its Environment

The ability to understand and interpret financial statements is an essential skill for professionals who are involved in such tasks as investment decisions, assessing the performance of an organization, extending credit to businesses and assessing the performance of management. The aim of this course is to develop understanding and appreciation of the contents of financial statements, the meaning of terminology used in the statements, as how to interpret the performance of an organization using the contents of the financial statements and the various accounting concepts which underpin the preparation of the statements. The legal and institutional framework within which financial statements are prepared and how they impact these financial statements are also examined. As this course is also designed to prepare students for the "Interpretation of Financial Statements" module of the Diploma In Financial Management (Dip FM) awarded by the Association of Chartered and Certified Accountants in the U.K., it will, to a large extent, be based on accounting practices and regulations within that country.

FIN 4173 Financial Management for Decision Making

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

C. BACHELOR OF SCIENCE IN HOSPITALITY MANAGEMENT WITH A CONCENTRATION IN FOOD, BEVERAGE AND OPERATIONS MANAGEMENT

Preparatory Semester 1

HF 100 L Craft-based Learning in Food Production and Service Operations (specialist module)

Food Production and Service Operations CBL offers student's foundation level skills knowledge. Students are prepared to work effectively and efficiently in teams to provide timely and appropriate food and beverage service. Demonstrations, simulations and practical activities performed by the students will familiarize them with aspects of modern and classical food and service techniques. This program will prepare them for the "realities" of industry. Practical work will foster and instill skills in interpersonal communication, organization of work, and personal presentation. The working environment of the school is designed for students to take an active role in a real work environment and will familiarize students with different forms of authority. CBL will not only develop technical skills but also develop in students a respect for procedures and instruction and will encourage them to develop their sense of responsibility, self discipline and leadership.

HF 102 L Service Concepts (specialist module)

The module covers theory relevant to service types and styles used in international hospitality operations. The module examines and analyses the nature of good service. The module will ensure that students appreciate and are able to select the appropriate service techniques and styles. The module familiarizes the student with the role of selling, guest service etiquette, waiter psychology and accounting systems. Individual exercises, group work and role-play develop skills in interpersonal relations and evaluation techniques.

HF 103 L Culinary Concepts (specialist module)

This subject develops an understanding for specific culinary concepts. Nutrition exposes the student to food science concepts affecting personal and community health. Foods and nutrients are differentiated. Discussion of the sensibility of food selection precedes a thorough study of digestion and metabolism. Balanced diets are examined; and special menus are developed for standard and specialized dietary needs. Menu planning provides the basis needed for practical application in the industry. The study of menu planning incorporates culinary history, culinary knowledge, food science and cooking techniques. Information technology is introduced and practiced. The module develops knowledge and skills to effectively plan menus considering the constraints and variables in food and beverage outlets. Kitchen Concept develops kitchen managerial skills, incorporating kitchen design, outfitting, organization and control. Kitchen and brigade organization is differentiated. Heating and cooling are considered in choosing equipment options for various applications, and the chemistry of food is discussed with reference to heating and cooling systems. Convenience food systems are detailed. Safe and unsafe working environments are analyzed prior to execution of kitchen design plan. Energy awareness is demonstrated. During the second part of the module a kitchen design project will be introduced on which the student will be working in groups during a three week period to be presented in week twenty one.

HF 104 L Principles of Bar and Beverage Operations (specialist module)

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

HFG 123 L Personal and Professional Development (specialist module)

This module enables students to develop and assess a range of personal and professional skills in order to facilitate their future personal and career development. It aims to develop the student's ability to structure, organize and manage in order to improve their performance both in their studies and in the workplace. Focus will be on self development and reflection.

HF 104 G Rooms Division Operations

The aim of this module is to prepare students to use, consider and evaluate administration systems and supervisory techniques within the Rooms Division department. Students will review various guest management techniques and administrative processes and consider their implications for effective decision making. The module will be based on theoretical knowledge applied in real situations of a Front Office department. Individual or group case studies, analysis of reports, demonstration and usage of guest accounting systems, construction of Rooms Division policies will help with the familiarization process.

HFG 121 L Foreign Language 1 (French)

This module reinforces basic French and introduces Pre-Intermediate French emphasizing oral proficiency and communication skills. Through various dialogues, texts, pictures and other exercises, the students will acquire the knowledge to deal with pre-intermediate communication in French, such as going shopping, dealing with public transport, explaining their plans, preparing for a job interview, making an appointment at the doctor's and talking about their health. This module will also introduce kitchen terms such as kitchen equipment, utensils and recipes.

HFG 122 G Information Technology

This is a student-focused curriculum which recognizes the differing abilities of students and which familiarizes students with the use of key-software applications. It will provide an understanding of office components, enabling the students to manage and use those features in an effective and professional manner. Through instructor-assisted, self-paced, step-by-step learning, demonstrations and practical applications, students will create documents, build worksheets, manipulate data, design presentations, and manage files and folders.

HFG 120 G English

The objective of this module is to enable the student to undertake degree studies with English language proficiency across the curriculum. It comprises the application of more complex grammar and morphology, phonetics and phonology; higher levels of lexis; and a closer awareness of syntax and the pragmatics of international English. Interactive and cognitive approaches to linguistic fluency are developed further through guided reading in class and autonomous learning, task-based speaking or presentation in seminar or group format. The module reinforces the principles of research topic and design, epistemology, data interpretation and referencing. Composition, whether personal or technical, seeks to impart the skills to write clear, structured, analytically sound and persuasively argued essays relevant to any discipline or program. Theoretical strategies are proposed in the critical and referential comprehension of literary, historical or professional texts as context, process and product. These may include the analysis of social, geographic and cultural aspects of English as a global language.

Preparatory Semester 2

HF 105 G Internship

This module aims to provide students with interesting, informative and high quality training opportunities, which enhance professional competence and enrich personal development. These opportunities will take place both in the international segment of the industry or within smaller establishments, allowing students to apply knowledge and skills gained during the Foundation Semester.

Semester 1: Year 1

H 100 Team Motivation and Personal Skills (specialist module)

This module will develop student's product knowledge and personal functional skills within a food services operation. They will understand the diversity of food services products and be able to distinguish the different quality of materials and equipment appropriate to a given concept. They will further be able to demonstrate and understand the fundamental personal skills required to operate within a Food Services Operation. These skills will be taught through practical and scenario approaches.

HE 110 Financial Accounting

This module is designed to allow the student to develop a practical understanding of the accounting techniques used within the hospitality industry and the application of International Accounting Standards. The module introduces the basic financial statements: balance sheet, income statement, statement of owner's equity and statement of cash flow. The module also allows students to define and explain the objectives of financial assets, long term assets, short and long term liabilities and owner's equity.

H 104 Introduction to International Hospitality Business

The aim of this module is to help students understanding of the origins, development and the motivations needed for a successful career in the hospitality industry. It will cover two major topics; the first will distinguish the various company styles and explore the world of hotels and restaurants. The second will allow the students to have a better understanding of the

organization of a hotel and its departments. Students will put theory into practice by contacting a hospitality business and producing a report upon this business. Exercises will allow students to explore the importance of conceptual management.

HG 120 Academic Writing

This module covers the theory and practice of reading for undergraduate research and effective communication, including summary and paraphrase and critical response to textual sources and resources. The module will deal with the stylistics of argumentation in essay and dissertation writing (tone, academic diction, narration and process description) and in text development, ranging from topic sentence to thesis statement. Attention is paid to reviewing, revision, editing and re-drafting of material. Finally, the module will engage in critical thinking and language skills with respect to academic papers, project and examination writing.

HG 121 Foreign Language 2 (French)

This module reinforces basic French and introduces Pre-Intermediate French emphasizing oral proficiency and communication skills. Through various dialogues, texts, pictures and other exercises, the students will acquire the knowledge to deal with pre-intermediate communication in French, such as going shopping, dealing with public transport, explaining their plans, preparing for a job interview, making an appointment at the doctor's and talking about their health. This module will also introduce kitchen terms such as kitchen equipment, utensils and recipes.

HG 122 Advanced Information Technology

In this module students will be introduced to the concept of relational databases in order to understand the advantages that the use of such programs can bring to business processes. The Problem Solving Approach to Succeeding in Business prepares students to analyze data and solve real-life business problems, using Microsoft Excel as a tool. It challenges students to use critical thinking and analysis in finding efficient and effective solutions.

Semester 2: Year 1

H 103 Menu Engineering and Product Knowledge (specialist module)

This module will develop students understanding of supplies and their definitions for use in procuring of foods, drink and equipment. The course then goes on to develop the concepts of menu development, innovation, marketing position and adjustment for profit.

H 200 Facilities Planning and Operational Systems (specialist module)

This module will develop students personal understanding of the three key areas of Facilities Management and Operational Systems: Cost, Efficiency and Compliance in Food and Beverage operations. Students will develop skills to plan effective and efficient facilities/outlets.

H 201 Technology for Hospitality Management (specialist module)

This module covers building explicit models for analysis and managerial decision-making. Students will solve problems in workforce scheduling, production planning, task assignment, transportation, capital budgeting and other decision analyses, applying appropriate modeling techniques using Excel worksheets and the Solver for modeling. The module will also formulate an understanding and ability for assessment of recent internet developments.

H 101 Food Technology and HACCP (specialist module)

Students will consider the principles and practical applications of catering technology and how they can be used within new food product development. The module requires students to consider testing techniques to investigate the quality of food in relation to the use of technology. Students will also further their knowledge and understanding of Food Hygiene to consider the management of hygiene through the recognition of potential hazards and critical control points within the Food Production cycle.

H 105 Customer Service and Satisfaction

The purpose of this module is to provide strategies and tactics for managing service expectations and experiences. Delivering consistent, quality service requires the re-education of the workforce about service and the role of service professionals and new approaches to design, staffing, marketing, and management of the service system. The student will learn to create a positive customer service climate that harnesses the natural talents of service professionals.

HE 112 Financial Management 1

The aim of this module is to develop an understanding of knowledge required and techniques available to enable students to measure, analyze and manage business performance within hospitality organizations. Although the emphasis will be on management accounting techniques, other non-financial performance measures will also be stressed and the behavioral and organizational consequences of using performance measurement and performance management techniques.

H 204 Tourism 1

This module aims to introduce students to the field and principles of tourism in order to understand its importance to destination regions and to the industries which rely on this modern societal phenomenon. The module will encourage students to reflect on their own tourism activities, and the nature and role of tourism in their home region. Starting with the tourist, the module will continue to develop an understanding of the nature and characteristics, demand and supply of tourism. Reviewing both positive and negative effects the module will conclude by evaluating the management of the tourism industry by national, regional and local organizations.

Semester 3: Year 2

HC 220 G Internship

The internship is part of the BSc program requirements. It is intended to help undergraduates apply their formal education to real world work experience and is worked in tandem with the Reflections on Practice Module (H302) reflective project. Students are required to do a 6 months internship within a hospitality company at a supervisory level. Close contact with a work placed supervisor/mentor is needed as students are required to produce both a site based portfolio (with an emphasis on problem solving) and a supervisors evaluation. Attendance and participation is also required at the Internship seminars held in semester 2 to start and finish a successful internship.

H 302 Reflection on Practice

This module will enable students to develop further their operational skill base and irrespective of semester four internship position, will also develop their thinking and reflective skills. Knowledge gained from internship will be used to identify problems, critically review situations and make recommendations. Current academic and trade literature will also be found and used accordingly to add and justify arguments, find solutions and add overall validity to comments made.

Semester 4: Year 2

HE 113 Marketing 1

This introductory marketing course explores general marketing concepts as applied to services and hospitality in particular. Marketing is distinguished from sales. The student is familiarized with basic marketing mix tools. Core concepts including market segmentation, targeting and positioning will be explored. Service marketing is differentiated from goods marketing.

HG 320 G Statistics

The module introduces the students with the necessary tools to support decision-making using statistical methodologies. It uses numeric tools to collect, organize, process and present data in order to give meaning and insight to contemporary business and social phenomena. The module covers descriptive statistics and the methods to transform large data into tables and graphic presentations. It uses measures of central location and spread to characterize the variables under study. The module further covers inferential statistics using sampling and estimation theory, and develops methods of hypothesis testing to establish significant relationships among variables. Finally, statistical computer software is used to illustrate the methods introduced during the module and to solve business problems.

H 203 Legislation and Contractual Law

In this module students will be provided with an introduction to some comparative law and then to basic principles of Anglo-American law relating to business. The module will develop students' knowledge of contract and tort, and specific statutory provisions relating to business, e.g. consumer protection, sale of goods and services. It will include elements also of the Civil Law system (which originated with the Code Napoleon in France) and other legal systems, especially the Islamic, and will aim to add awareness of the different legal systems in Europe, while being rooted in the Anglo-American experience. The contribution of European Union law and its new legal order will be emphasized. The study of different forms of dispute resolution and their analysis as well as the solution of contractual problems will also be covered.

HE 210 Financial Management 2

This module is to provide students with a theoretical and an empirical background in various financial elements of corporate activities. Topics include value, risk, internal and external sources of funds, capital structure, cost of capital, capital budgeting, international financial management and risk management.

HE 211 Human Capital 1

In this module the student will consider main generic functions regarding Human Capital that occur in all organizations regardless of whether there is or is not a Human Resources department. Following the functions that occur through an employee's progress through and organization over time, this module will also equip students with an understanding of contemporary Human Capital management practices and concepts that will affect their own career management.

HG 222 Economics

The module introduces the students with fundamental concepts of microeconomics and macroeconomics. The laws of supply and demand are used to develop their understanding of product and factor markets and the determinants that influence the movements of prices in these markets. The module studies the behavior of actors involved in principal types of market structures (i.e. perfect competition, monopoly, oligopoly and monopolistic competition) and explains how these actors make economic choices influencing their performance. The module further covers advanced macroeconomic principles and provides an understanding of economics aggregates and their impact on the business cycle. Finally, the module studies the role that the government and the Central Bank play in implementing fiscal and monetary policies to stabilize the business cycle. Economic theory is illustrated with examples and linked with contemporary problems.

HG 224 Research Methods and Report Writing

This module is to equip students with solid research skills required for an effective and efficient design and conduct of research in the hospitality and tourism industry. It will provide comprehensive and rigorous backgrounds for a wide range of theoretical and empirical research methods. Overall emphases of the module are placed on concise knowledge base, in-depth methodical research process, critical and independent thinking approach, and self-reflective practices. Topics included in this module are conceptualization and identification of research problems, critical literature review, qualitative and quantitative research methods, data collection and analysis, and evaluation and synthesis.

Semester 5: Year 3

H 301 Food & Beverage Issues & Trends in the 21st Century (specialist module)

Students will participate in seminars with Food Services Industry Leaders. Within these seminars students will be exposed to the current issues and trends affecting the Food Services Industry. Students will be able to synthesize and critically appraise the factors which could impact the industry both now and in the future. The speakers within this module will change, but will be drawn from different segments of the industry, including restaurants, hotels, hospitals, airlines, tourism, transport, education, gaming and other leisure companies.

H 202 Event Management and Support Technology (specialist module)

Students will plan an event related to the arts, or a cultural or leisure experience, evaluate marketing and revenue critical points. Students will gain skills evaluating and selecting the appropriate strategies and policies. In the support technology students will be able to use and appreciate the technology available to facilitate operational needs and to evaluate investment decisions.

H 300 Dissertation

This module is to execute academic research independently and to write a ten thousand word report on a chosen topic in the hospitality and tourism industry. One-to-one tutoring is held on a regular basis but overall emphasis of the module is placed on self-regulated learning and research activities. Students are required to present critical review on existing literatures on chosen topic areas, conduct appropriate primary researches with relevant methods, analyze collected data to build arguments and develop discussion. Major findings need to be recapitulated and conclusions drawn with evaluation and syntheses.

HE 310 Revenue Maximization and Pricing Optimization

The course focuses on two elementary parts of the decision making process on how a firm is to sell its products, how to forecast the arising demand and how to set the best prices for the products offered. The course will introduce the basic statistics of time series analysis; examine one extrapolative method in depth and the evaluation of such forecasting methods. For longer term forecasts a causal model of the market will be developed using regression analysis. The second part of the course deals with pricing and revenue optimization.

HE 212 Marketing 2

This module will take an in-depth look at the marketing promotions mix. It will develop the student's understanding of the formulation and implementation of marketing communication plans and related activities. Presentation of the processes and issues associated with integrated marketing communication will provide the student with tools that can be later used in their professional working environments. This module will also introduce the fundamentals of hospitality distribution and e-commerce.

Semester 6: Year 3

H 304 Virtual Food and Beverage Business (specialist module)

This module will challenge the students to combine the knowledge and skills they have acquired throughout the degree through a virtual Food Services Pre-opening project. They will wholly understand the challenges and responsibilities that arise in planning and managing a Food Services outlet opening. Student's skills will be stretched through combining human

resource management critical thinking, problem solving and global market needs. Students will have to evaluate the viability and sustainability of their Food Services concept and analyze the corporate social responsibility of its operation.

HE 311 Human Capital 2

This module examines theories and methods of Human Capital strategy used to assist organizations to gain and sustain competitive advantage in contemporary business environments. Special emphasis is placed on how human capital decisions are influenced by forces internal and external to the firm including internationalization of market integration, rapid technological change, increased competition, changing ownership and resultant corporate cultures, cross-cultural issues, and shifts in economic gravity to developing countries.

HE 314 Marketing 3

It is the objective of this module to enable students to relate to the principles of consumer behavior and branding. The students will study the basic factors influencing buyer behavior, the concepts used to explain this behavior, and the implications of these concepts for marketing issues. This module also focuses on issues of developing, managing and evaluating global brand leadership 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.

HE 313 Corporate Governance and Social Responsibility

The purpose of this module is to give the relationship between the various participants who determine the performance and direction of companies: the directors, the shareholders and the managers. It focuses on corporate governance issues, especially in the light of the transformation of the various roles "after the excesses and abuses of the takeover era, the exponential growth of the institutional investors and the unprecedented ability of the shareholders to find each other on the Internet" (Monks and Minow 2002).

HG 321 Environmental Management

This module concerns the impact of human activities on the environment, and, increasingly, the impact of the natural and built environment on human activities. This includes issues of population dynamics and human needs, of social, economic and environmental impacts and the international legal framework that binds them together. Often difficult inter-relationships between human development and environmental impact are analyzed and researched from a variety of differing viewpoints. The student gains a deeper understanding of environmental pressures in the modern world.

D. POSTGRADUATE DIPLOMA

ENG P131 English Learning Support

This course has been designed to help students who need to better their English and feel more confident using the English language for successful completion of the PGD program. English grammar is developed further with emphasis placed on written expression and structure necessary for project work and report writing.

FBM P196 Food and Beverage Operations Management

This course distinguishes restaurant and institutional catering from Hotel Food & Beverage. It analyses organizational, marketing, operational and financial aspects of modern Food & Beverage Operations. The banquet and catering markets are spotlighted. The students are exposed to various concepts of hotel outlets and free-standing restaurants. Relevant systems for planning and design, service production, F&B cost accounting and labor cost controls are discussed and applied. Managing capacity and menu analysis are introduced. Providing service excellence is discussed and aspects of managing quality highlighted.

FBM P197 Events Management

Events management is a capstone course integrating the disciplines of operations management, financial management, human resources management, marketing and logistics. Students will be assessed on two separate occasions to plan, manage and evaluate live events during the semester to a range of internal and external customers.

FBS P101 Food Production and Service Operations

Craft-based learning in food and beverage service techniques offers students foundation level skills knowledge. Furthermore practical work will foster and instill skills in interpersonal communication, organization of work, and personal presentation. Craft-based learning will not only develop technical skills but equally will develop students in respecting procedures and instruction and will encourage them to develop their sense of responsibility, self discipline and leadership. The course will be delivered in the form of workshops, demonstration lectures, practical application, group work and group discussion. The course is an essential foundation for events management in semester 2.

FIN P171 Financial Management

Financial knowledge and understanding are essential elements in a hospitality manager's range of skills. The fundamentals of the accounting principles, the various branches of accounting and the different business structures are examined. The construction and content of the balance sheet, the income statement, the statement of cash flows and the statement of retained earnings are learned and applied through extensive exercise work. Various methods of financial statement analysis are practiced in order to assist the student in making basic managerial and investment decisions. Cost identification and the separation of mixed costs into their fixed and variable elements are studied and applied along with CVP analysis for decision makers.

FIN P174 Performance Management

The aim of this module is to develop a good understanding of knowledge required and techniques available to enable students to plan business performance for a start-up operation. The students are required to develop all aspects of the business plan including finance, marketing and operations with due regard to local environmental factors including the unique selling points of the destination and undertake a full SWOT analysis. Business software will be used to assist students develop appropriate business models.

HRM P176 Operational Human Resource Management

The aim of this course is to explore the issues related to develop the concept of supervisory management principles. In addition, it is intended to expose the learner to practical human resource managerial competences including conducting effective interviews and train the trainer. Students are prepared to understand their respective supervisory roles and responsibilities. As a prerequisite, the course prepares the students for human resource strategic issues such as form of empowerment and total quality.

HRM P177 Planning and Development

Students will examine human resource functions from a global perspective in order to create a model work environment that meets the needs of culturally diverse employees or employees whose culture is different from their own. Commitment and performance are fostered by good human relations and leadership and all demand proper attention be given to human resource planning, management and employee relations. Issues and challenges associated with managing an international organization will be explored.

HRM P180 Quality Enhancement in the Service Sector

This course explores the different facets of quality as they relate to service industries in general, and hospitality, in particular. From an operations perspective, quality techniques such as TQM, Six Sigma, benchmarking and SERVQUAL are critically discussed as potential means of improving organizational performance. From a company perspective, issues of cultural and structural change and the importance of leadership are highlighted as essential elements in the successful implementation of quality efforts. From a psychological perspective, the difficulties of individual transitions and empowerment issues and the role of emotional intelligence in these is analyzed. The true meaning of quality service and the role of human resources in quality are examined through the extensive use of service related case studies.

MKT P182 International Strategic Marketing

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

RDM P126 Rooms Division Operations Management

This course prepares the student for organizational and strategic management of a Rooms Division department within an International organization. The course considers the advanced managerial concepts concerning planning, staffing, cost and revenue control of a Rooms Division operation. It highlights the significant role that this department has on the successful operation of the outlet. The course provides a foundation of essential knowledge for the new manager.

RDM P134 Yield and Revenue Management

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

E. POSTGRADUATE HIGHER DIPLOMA

Once students will have completed the PGD, they will attend 6 courses from Module 1 and 2 of the MBA. Please refer to the MBA for course description.

F. UEM MASTER OF BUSINESS ADMINISTRATION

Module 1: Leadership

UE 505 Research Methodology

The goal of this course is to develop investigation and analytical skills of students by providing a structured approach to thinking about problems and their resolutions. Students will learn to plan, design, conduct, and evaluate academic and business research using accepted methodological techniques.

UE 531 Managing Across Cultures

This course introduces the students to an exploration of the cultural contexts for doing business internationally. It provides practical insights and approaches on how to achieve cross cultural effectiveness and leverage world-wide diversity for competitive advantage. Using a cultural orientation model, we will examine the hidden forces that drive our institutions, behaviors, actions and interactions, and thus identify some of the challenges global businesses face.

UE 536 Leadership and Development

This course addresses the concept of leadership from a number of organizational perspectives. Students will focus on the complex relationships between employer, employees, owners, customers and other stakeholders, through increased insight in managerial and leadership functions. Emphasis is placed on the importance of learning in the workplace as a means of enhancing managerial and leadership effectiveness.

UE 562 Strategic Management

This course will review the strategic issues in operational management. It will analyze organizational, marketing, operational and financial aspects of a modern Food and Beverage Operation. Various concepts of hotel food and beverage outlets as well as freestanding restaurants will be discussed. Relevant systems of planning and design will be reviewed. Managing capacity and menu analysis will be introduced and discussed from an operational perspective.

UE 572 Sustainability

Research of the major topics in sustainability and the skills generally considered necessary for success in a sustainable management. Tourism products such as ecotourism and techniques such as social responsibility will be reviewed in order to broaden the understanding of sustainable management. Examples of tourism and hospitality firms will be reviewed.

Module 2: Hospitality Technologies

UE 542 Six Sigma and a Comparative Overview of Quality Systems

The course provides an introduction to Six Sigma and how it can help achieve high levels of customer satisfaction and at the same time reduce costs. Students will follow a structured approach through projects to understand quality systems to solve problems and achieve operational results.

UE 506 Strategic Operational Management

This course will review the strategic issues in operational management. It will analyze organizational, marketing, operational and financial aspects of a modern Food and Beverage Operations. Various concepts of hotel food and beverage outlets as well as freestanding restaurants will be discussed. Relevant systems of planning and design, service production, Food and Beverage cost accounting and labor cost control will be reviewed. Managing capacity and menu analysis will be introduced and discussed from an operational perspective.

UE 508 Tourism Destination and Event Planning

This course will discuss the issues of tourism product development as well as special events. It will outline the products of special interest tourism, ecotourism, alternative tourism and it will outline their management issues. Further, it will present the issues of event management both from the destination and operational perspective. The issues of event marketing and evaluation of events will be discussed through case studies. In short, the course will focus on the issues of planning both from the destination as well as from the tourism business perspective.

UE 509 Trends in Tourism and Hospitality

This course will discuss the current trends within the area of tourism and hospitality. Issues, such as golf management, casino management, franchising, cruise industry and hotel design will be discussed. An expert will be coming on a yearly basis to discuss one or two trends within the industry both from the theoretical and practical perspectives.

Module 3: Business

UE 561 Strategic Hospitality Marketing

Strategic Hospitality Marketing is designed as a foundation course and prerequisite for graduate students preparing to study hospitality finance or marketing as a major focus of their degree program. This course is designed to address strategic marketing at the highest levels of the hospitality organization. Students will use case study methodology from a variety of businesses in order to understand the application of theoretical marketing concepts to actual business practices.

UE 551 Hospitality Financial Management and Budgeting

Hospitality Financial Management and Budgeting is designed as a foundation course and prerequisite for graduate students preparing to study hospitality finance or marketing as a major focus of their degree program. Students will discover the use of financial strategy and theory in real world applications. In addition, 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.

UE 504 Data Analysis and Decision Making

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.

UE 541 Business Economics

Economics is designed as a foundation course and prerequisite for graduate students preparing to study hospitality finance or marketing as a major focus of their degree program. Students will examine the main economic issues from a theoretical and practical perspective in order to understand the broader implications of economic, political, social and technological forces in modern society.

Module 4: Finance

UE 516 Revenue and Pricing Management

Revenue Management (RM) has become one of the most important new business issues in the hotel industry. With a broader perspective than Yield Management, RM challenges the traditional views many managers hold about producing the most effective sources of revenue in business. RM covers all areas of hotel operations, not just rooms and capacity. Yield Management is a method of managing hotel capacity at profitable levels involving the use of technology, good management practices and marketing. Emphasis in this course will be on accurate forecasting and optimization of revenue.

UE 552 Corporate Finance

Corporate financing in the hospitality industry aims at providing and maintaining shareholder value through the implementation of sound financial strategies. This course is designed to expose students to tools and financial instruments needed for determining the intrinsic value of a corporation and for the formulation of a financial strategy to support the corporate plan. The students will be exposed to the financial strategies tailored to the different stages of development of the corporate life cycle. Particular attention will be paid to the uses of risk management and expected returns, acquisitions and mergers and daily financial operations.

UE 555 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.

UE 556 Risk Management

This course introduces the students to the interrelationship between insurance, financial hedging instruments and management risk programs essential for long-term corporate performance. By concentrating on optimal generic and post-loss investment decisions, leverage management and corporate limited liability, students will focus on capital market pricing models, risk exposure, derivatives, portfolios and swaps to identify, evaluate and manage corporate risks in a hospitality environment.

Module 4: Marketing

UE 516 Revenue and Pricing Management

Revenue Management (RM) has become one of the most important new business issues in the hotel industry. With a broader perspective than Yield Management, RM challenges the traditional views many managers hold about producing the most effective sources of revenue in business. RM covers all areas of hotel operations, not just rooms and capacity. Yield Management is a method of managing hotel capacity at profitable levels involving the use of technology, good management practices and marketing. Emphasis in this course will be on accurate forecasting and optimization of revenue.

UE 563 Consumer Behavior

This course provides an insight into the impact of consumer behavior on the effectiveness of marketing instruments. The principles from a number of disciplines are used to describe and explain consumer purchase decisions, price sensitivity and sales promotions, loyalty, brand equity and brand awareness. The students will focus on using the results of market research to make better judgments and improve marketing processes related to consumer choice. Emphasis will be placed on how consumers make buying decisions and the implications for marketing strategy.

UE 565 Brand Marketing

This course focuses on issues of developing, managing and evaluating global brand leadership 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. Students will discover how creating a coherent brand experience requires the alignment of every touch point in the organization with a customer value proposition.

UE 566 E-marketing

This course combines established approaches to marketing planning with the creative use of the new e-models and e-tools. It focuses on the impact of technology on strategic marketing decisions and integrates sound marketing principles, technology and good business practices in a way that delivers products and services to customers efficiently. The students will be prepared to draw up an outline e-marketing plan, evaluate and apply e-marketing principles and models, integrate online and offline communications, implement customer-driven communications, and reduce costly trial and error practices.

Common to all modules

UE 530 Thesis Project

A Master's thesis (word limit: 12,000-15,000) is required for the degree program and provides an opportunity for a student to contribute to the on-going and collective research efforts of UEM and Les Roches. The thesis project provides a mechanism for individual growth and learning, resulting in a memorable and rewarding experience. The project or problem must be of strategic significance to the student's organization and worthy of research at a graduate level.

G. GENERAL EDUCATION

Arts and Humanities

GEN 1110 Study Skills

The course will introduce the students to the skills required for studying at degree level and will assist them in becoming an effective learner. Students will be encouraged to become independent learners and take responsibility for their own development. The course introduces a range of study skills, learning theories and learning styles. Students will be encouraged to reflect on their learning and consider personal development plans both whilst studying and when undertaking internships, to progress in the future.

GEN 1130 Academic Writing Skills

Writing is both a skill and a process of discovery and this course treats writing as a purposeful communicative act involving a writer, an audience and a text. GEN 1130 approaches writing in terms of traits that contribute to effective writing: ideas & thesis development, summarizing information, organization, register, sentence fluency, conventions & presentation. A variety

of writing strategies will be examined: description, comparison / contrast and argumentation. Referencing and plagiarism will also be covered as will presenting information orally. The importance of writing and presentation skills to complement the overall curriculum is stressed.

GEN 1131 Professional Writing Skills

This course raises student awareness of concepts to apply to critical thinking through enquiry and analysis. The themes of this part of the course cover Letters of Application, structured writing, making a questionnaire for a culture interview and write up. The course also prepares the students to use international business English for their work. Polite forms and use of professional terms are stressed. Emphasis on writing skills to complement the overall curriculum is stressed.

GEN 1133 Effective Writing

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

GEN 1134 Professional English

This course prepares students to use international business English for their work. Polite forms and use of professional terms are stressed. The course emphasizes on the core skills; reading, writing and grammar. Students will develop useful skills, such as, writing formal letters, e mails, 'Minutes' of a meeting as well as carry out an extended reading task. Grammar revision, especially of tenses, will be reviewed.

GEN 1135 Academic English

Writing is both a skill and a process of discovery and this course treats writing as a purposeful communicative act involving a writer, an audience and a text. GEN 1135 approaches writing in terms of traits that contribute to effective writing: ideas & thesis development, summarizing information, organization, register, sentence fluency, conventions & presentation. A variety of writing strategies will be examined: description, comparison/ contrast and argumentation. Referencing and plagiarism will be covered as will presenting information orally.

The importance of writing and presentation skills to complement the overall curriculum is stressed.

GEN 1146 / 1149 / 1153 / 2146 / 2149 / 2153 / 3146 / 3153 / 3155

Basic French / German / Spanish / Italian

Basic language studies enables students to ask basic questions, understand basic instructions and take part in a basic conversation on familiar subjects. Students will be able to understand short texts and instructions. Students will be able to carry out a conversation in a restaurant environment using the appropriate vocabulary.

GEN 2133 Advanced Writing Skills

Advanced Writing Skills prepares the students for the more advanced writing required in advanced studies. Students develop effective writing skills, develop preliminary research methods and skills and the writing of associated documents such as essays, reports or case studies. Throughout the course students build upon previous learning and strengthen their understanding of appropriate writing styles and register. Through frequent class and group discussions students' vocabulary is expanded and speaking skills are developed to build communication confidence.

GEN 2134 Effective Communication

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

GEN 1147 / 2147 / 2150 / 2154 / 3147 / 3150 / 3154

Pre-Intermediate French / German / Spanish

Students at this level will be able to converse about typical daily situations using intermediate level vocabulary. They will be able to read and understand an informative text, and understand short notices and adverts. Students will be able to use the different terms relating to the hospitality industry.

GEN 2148 / 3148 / 3151 / 3156

Intermediate French / German / Spanish

Students at this level will be able to understand and handle daily situations and social occasions with ease. They will be able to express themselves in more detail talking using appropriate grammatical tenses. There is more emphasis on written language to enable the students to write about certain events using the different tenses.

GEN 3152 Basic Mandarin

This course is aimed for students who are complete beginners in Mandarin. It gives students the opportunity to learn the basics of the Chinese language and it will encourage them to use it in a simple real life situation by asking simple questions, by understanding simple instructions and by taking part in a basic conversation.

GEN 4112 Words and Images: making the words move

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

GEN 4114 Principles of Philosophy – Critical Thinking

This course proposes to explore the possibilities of making heaven out of hell through self-discovery & critical analysis. Students will consider a variety of thinking processes, the role of perception and such issues as stereotypes, prejudices, egocentrism and sociocentrism.

GEN 4115 Advanced French and Literature

This course will give a global idea of the history of French literature from the Middle Age to the 21st century. With the help of various French authors and writers, this course will cover six (6) main streams through the history of French literature.

GEN 4116 Contemporary History

This course will examine how individuals have changed the course of history, will examine why wars start and who wins them, will examine the growth of religious movements, looking at how spiritual leaders, like the Pope or the Dalai Lama, and different religious currents have been responding to the challenges of our times. It will also address how trends mirror or sometimes even bring forth important changes in society by exploring what was fashionable in the different decades of the 20th century. Finally, the role of the media in changing the course of history is looked at.

GEN 4120 Theatre Studies and Drama

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

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

GEN 4123 Art Appreciation

By following a chronological structure, the course will enable the students to understand the stakes of art in a modern and contemporary society. Since the end of the 19th century, the relationship between modern artists and the general public has been problematic. Instead of appealing to his or her audience, the artist is suggesting new ways of perceiving an artwork and its related reality. This tension will be a constant thread.

GEN 4126 Ethics and Morals in Society: right or wrong?

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

GEN 4127 Aesthetic Expressions

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

Maths, Science and Technology

GEN 1171 Mathematics

In order for the students to be successful in the accounting, cost control and financial management courses, a certain level of mathematical competence is required. This course is designed to bring all students to this required level of understanding by

improving their basic mathematical skills and introducing them to quantitative reasoning processes as they relate to the hospitality industry.

GEN 1190 Introduction to Computer Applications

This course prepares the student to achieve a professional level of competence in manipulating standard office applications and initiates the student in the use of management applications in personal computing. Utilizing his/her own personal notebook computer, the student will learn to master Microsoft Office. By using practical exercises relative to the industry, students should be competent in using Word, producing a professional PowerPoint presentation and use Excel to create dynamic spreadsheets.

GEN 2112 Scientific Principles of Human Nutrition and Food

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

GEN 4121 The Extraordinary Chemistry of Ordinary Things

The course is designed to enable people with no scientific background to develop an understanding of things that can or do affect them in their everyday lives. Topics range from the study of table salt to perception altering drugs, from drinking water to nuclear power.

GEN 4122 3D Computer Animation

Students will be guided through a 3D computer animation program, such as Blender, to manage and use specialist techniques for example rendering and polynomes. Students will explore how 3D models and shapes can be drawn on the computer. These models will then be used to create a short animation-movie. Students will be exposed to the history of digital films and evaluate how these techniques can be applied. Finally, Students creativity will be needed to propose and prepare a movie fragment made up of 3D computer elements.

GEN 4161 Environmental Studies

The earth is witnessing environmental change that is unique in its history. Increased levels of greenhouse gases are warming the planet; the extinction of species is occurring at an ever-faster rate; holes in the ozone layer are exposing us to harmful radiation. These are all the unintended consequences of human activity. Rather than continue on this path, we must learn about these consequences to better manage our interaction with natural systems. This course emphasizes integrated thinking and learning so that our graduates will see beyond linear and fragmented approaches to coping with environmental problems. The aim of this course is to cultivate new thought processes through the application of key analytical concepts of: time / space, values / power / action, risk / uncertainty, in order to understand and protect earth systems in ways that will ensure the long-term viability of life on our planet.

GEN 4168 Quantitative Techniques

The ability to reason with numbers is not only important for various careers, but can be a fascinating part of intellectual development. The course intends to equip students with the skills required to interpret and understand quantitative data. We will take a broad view of how statistical techniques have developed as a means for hotel managers to make decisions. This module also aims to dispel the fear which students many hold for mathematical and statistical techniques. The course objectives are to understand how quantitative methods impact managerial judgment; sharpen cognitive capacity to deal with numbers and statistical techniques, at an individual level.

GEN 5112 Food Technology and HACCP

Students will consider the principles and practical applications of catering technology and how they can be used within new food product development. The course requires students to consider testing techniques to investigate the quality of food in relation to the use of technology. Students will also further their knowledge and understanding of Food Hygiene to consider the management of Hygiene through the recognition of potential hazards and critical control points within the Food Production cycle.

GEN 5190 Technology for Management

This course covers building explicit models for analysis and managerial decision-making. Students will solve problems in workforce scheduling, production planning, task assignment, transportation, capital budgeting and other decision analyses,

applying appropriate modeling techniques using Excel worksheets and the Solver for modeling. The course will also formulate an understanding and ability for assessment of recent internet developments.

Social Sciences

GEN 1105 Community Service

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

GEN 2176 Organizational Behavior

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

GEN 3109 Psychology

This course introduces the student to fundamental themes of psychology such as behaviorism, cognition, social and cross-cultural psychology by means of three basic perspectives, the learning perspective, the cognitive perspective and the socio-cultural perspective. Application of these classic psychological principles to the workplace and business context enables the student to understand better the behavior and attitudes of co-workers and customers.

GEN 3199 Economics

Enables students to critique and utilize economic theory at both micro and macro level. 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 analysed. The Business Cycle and the phenomena of Unemployment and Inflation are examined. Study of Aggregate Supply and Demand leads to analysis of competing theories suggesting the reasons for macroeconomic failure.

GEN 4107 Research Methods

This course which is a prerequisite for the progression to BBAIL, is designed to provide undergraduate students with a background in research methods, and strategies for planning, designing, evaluating and applying research in the hospitality and tourism industry. The course highlights the importance of the different research methods as well as it outlines the different approaches of writing a research paper. Overall, the course should enhance students' research skills and abilities as well as it should assist them in the preparation of any research task they may engage in. Research skills and the ability to communicate the research findings will be explored together with the different techniques in analyzing the research findings; hence students should be able to conduct independent research projects.

GEN 4109 Principles of Sociology

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

GEN 4111 Cultural Diversity

This is an introductory course to cultural studies. The main objective is to provide students with a deeper understanding of today's culture-related concepts such as; cultural diversity, multiculturalism, social interactions, global culture, benefits and challenges of cultural diversity, among others. Also, as an additional aim, students will learn about basic notions and theories of social sciences to be able to build awareness of different civilizations, world religions, gender issues, ethnic relations, human rights and immigration. During the course students will engage in class discussion, presentations and individual projects.

This course is designed for students with no prior knowledge of social sciences and cultural studies.

GEN 4113 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 basic introduction to world politics offers students a theoretical analysis of global politics. The theoretical base is made accessible and interesting to students through the use of contemporary illustrations.

GEN 4124 Spaces, Symbols and Relationships

This course analyses our everyday use of different types of space, whether it is a home, a working place, a street or any other space that constitutes our surroundings. More specifically, it focuses on the effects space has on our well-being on our productivity and on our interactions with others.

GEN 4128 Anthropology of Tourism

This is an introductory course to the complex interrelationships of tourism, culture and anthropology in today's fast-growing tourism industry. Its aim is to explain how anthropology is the window through which tourism dynamics may be properly analyzed and evaluated.

The interconnectedness of hosts and guests in tourism activity and its complexity will be demonstrated during the course through articles, case studies and videos. Students will obtain a deep insight of actual theories in the area of social sciences in order to understand the tourism as a phenomenon. Furthermore, the course intends to discuss whether the tourism can be interpreted as a reason for social change in host and guest societies and also whether it can be seen as modern form of religion and pilgrimage.

This course is designed for the student with no prior knowledge of anthropology and its impacts on the tourism industry.

GEN 4129 Crisis and Disaster in the Contemporary World

This course aims to present the student with a psychological, sociological and technological understanding of natural and social crises and disasters. From a psychological perspective, the subject of fear and how it is manifested before and after crises is developed historically. From a social perspective, the role of culture in understanding and preparing for disasters, as well as differential cultural responses to these, are presented. The role of the media and the government in disasters is also discussed critically. From a technological perspective, crises and disasters are analyzed from a systemic approach with an emphasis on system failures that lead to an expected or unexpected risk escalating to a crisis. The course will take a case study approach, discussing the background and the aftermath of a number of contemporary examples, such as air crashes, earthquakes, oil leaks or mass panics with the aim of critically understanding causation, and the possibility of prevention.

Professional Development

GEN 5111 Personal Professional Development

This course enables students to assess and develop a range of professional and personal skills in order to promote future personal and career development. It also aims to develop the students' ability to organize, manage and practice a range of approaches to improve their performance as self-organized professionals in preparation for work or further career development.

INT 1108 Internship

The internship period is to provide the opportunity for the students to use and relate the theoretical and practical knowledge acquired in school to workplace practices and environment in the industry. It gives an opportunity for students to develop skills in teamwork, self-management, decision-making, problem-solving and managing stress.

INT 2109 / 2111 Internship

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

INT 3110 Internship

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

INT 5108 Reflection on Practice

This course will enable the students to use critical reflective practice. Students will develop their Personal and Professional Development Portfolio further through reflecting on their development of skills within a working environment. Students will undertake and skills audit and produce an action plan for their Personal and Professional Development.

INT 5109 Career Planning

This course will require students to attend a number of Recruitment Presentations within the School. Students will learn and reflect on the offers being given by companies and critically evaluate these against their own Personal and Professional Development. Students will be required to present a Reflective Journal which will assist them in establishing their Career Planning for the future.

INT 5114 Internship

Students will complete a minimum 20-week internship in the industry. They will develop the skills they have studied whilst at school. Students will continue to build their Personal and Professional Development Portfolio and prepare a range of tasks to be presented when they return to school.

INT 5115 Internship

Students will complete a minimum of 20 weeks within the industry. This second internship will further develop the students' practical and theoretical understanding of the industry. Students will be expected to complete an individually negotiated project whilst working and present their findings when they return to School.

12. BRANCH CAMPUSES & ACADEMIC PARTNERS

Les Roches programs are taught in the following branch campuses:

Marbella, Spain

Branch Campus offering the SHA Diploma program and the Postgraduate Diploma.

Shanghai, China

Branch Campus offering the SHA Certificate program and the Postgraduate Certificate.

Transfer students from Branch Campuses need to meet these criteria:

1. IELTS 5.5 in all components or equivalent
2. Success in Certificate examinations where applicable

Les Roches off-site programs :

Enderun, Philippines

Offers the SHA Hotel Operations Certificate.

Les Roches' academic partners:

Kendall College, USA

Offers a Bachelor's Degree

The bachelor degree is accredited by North Central Association of Schools and Colleges in The USA but was designed with Les Roches.

Royal Academy of Culinary Arts, Jordan.

Royal Academy of Culinary Arts / Affiliate of Les Roches International School of Hotel Management is a new private not for profit Jordanian Educational Institution in Amman. The Institution offers a two year diploma in culinary arts. Students who follow certain courses will be eligible to transfer to Les Roches, Switzerland for Hotel Operations III.

13. ACADEMIC REGULATIONS

1. Change of Program

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

2. Course Exemptions

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

- a. Applying initially to the Dean or Program Manager for exemption.
- b. Providing a detailed syllabus for comparative purposes.
- c. Providing a transcript of the grade achieved for the previous course taken.

Pending deliberations, the student must attend classes. A decision will be made within two weeks provided all the required documentation is provided. Exempted students will be given the course credit with a notation of CR on their academic record. See note 3c and 3d below.

Exemptions are not given for courses after the first two taught semesters of the SHA Diploma or Degree programs.

3. Challenge for Credit

A student, who has previously acquired knowledge in areas closely related to courses offered at the School, may apply to earn credit by means of a challenge examination. The following conditions apply:

- a. If there is a request to challenge for credit when the student commences any semester, the challenge must be taken in the first two weeks of the semester. The Dean must make arrangements for the test if they consider it appropriate for the student to attempt the challenge.
- b. A course may be challenged only once by the applicant.
- c. A grade of at least 55% (or 60% or 65% see program level achievement grades) must be obtained to gain credit, but no grade will be recorded in the academic record. The notation CR will be entered and the semester average is not affected.
- d. A maximum of 15 credits over the 4 years of a Degree program may be earned by challenge or exemption, 9 credits in the SHA Diploma.

A fee will be charged for a challenge examination.

4. Grading

The grading policy uses the range of 0 to 100 where 100 is exceptional work and 55% is the achievement standard for the Associate Degree.

a. WRITTEN WORK

	%
Work which fulfils the criteria below but at a quite exceptional standard.	90+
Work of distinguished quality which is based on a very extensive reading and which demonstrates an authoritative grasp of the concepts, methodologies and content appropriate to the subject and to the assignment task. There is clear evidence of originality and insight and an ability to sustain an argument, to think analytically and/or critically, to effectively synthesize and reflect a complex engagement with the aesthetic material.	85 to 89
Work which clearly demonstrates all the qualities expressed below but which reveals greater imaginative insight and more originality.	80 to 84
Work which clearly demonstrates a sound and above average level of understanding of the aesthetics, concepts, methodologies and content appropriate to the subject and which draws on a wide range of properly referenced sources. There is some evidence of critical judgment in selecting, ordering and analyzing content. Demonstrates some ability to synthesize material and to construct responses, which reveal some insight and may offer occasional originality.	75 to 79
Work of the qualities expressed below but which contains a greater degree of critical analysis and original insight or creativity and perception. A range of methods will be used.	70 to 74

Work derived from a solid base of reading and which demonstrates a grasp of relevant material and key concepts and an ability to structure and organize arguments. The performance may be rather routine but the work will be accurate, clearly written, include some critical analysis but little or no original insight or creative thinking. There will be no serious omissions or irrelevancies. 65% THIS GRADE IS THE ACHIEVEMENT STANDARD FOR THE POST GRADUATE CERTIFICATE / DIPLOMA	65 to 69
It is anticipated that all assessment criteria are met. Competent and suitably organized work which demonstrates a reasonable level of understanding but which lacks sufficient analysis and interpretation to warrant a higher grade. It will display some of the weaknesses of a "pass" grade. 60% THIS GRADE IS THE ACHIEVEMENT STANDARD FOR THE FINAL 2 SEMESTERS OF THE DEGREE AND THE HIGHER DIPLOMA	60 to 64
A pass standard for the level of work - Work which covers the basic subject matter adequately and which is appropriately organized and presented but which is rather too descriptive and insufficiently analytical. There may be some misunderstanding of certain key concepts and limitations in the ability to select relevant material so that the work may be flawed by some omissions and irrelevancies. There will be some evidence of appropriate reading but it may be too narrowly focused. 55% THIS IS THE ACHIEVEMENT STANDARD FOR ASSOCIATE DEGREE, BSc AND BELOW	55 to 59
Work, which shows a very basic understanding. Important information may be omitted. The work may be descriptive, but of poor structure meaning it does not meet the requirements of a pass.	50 to 54
Work, which evidently shows a lack of preparation and suggests that it has been quickly constructed without thought or argument. Major elements of assessment criteria are not addressed or are inappropriately treated. The student may have problems with understanding and writing. Credits are awarded at this minimum standard.	40 to 49
Work, which shows no evidence of preparation, understanding and/or fails to address the assessment criteria. The student may have problems with understanding and writing.	10 to 39
Student is not present or has submitted work which has either not met the official deadline or which has been submitted on time, but shows clear evidence of plagiarism or cheating.	0

b. PRACTICAL

Students demonstrate high levels of professional capability. They are objective and self critical in their self-evaluation. They work with a very positive attitude showing leadership potential but respecting peers and superiors.	95%
Students show highly developed professional performance. They show a positive attitude and team spirit. They are objective in self-evaluation.	85%
Students show well-developed professional performance. They have a positive attitude and are objective in self-evaluation.	75%
The student makes an effort to progress and learn. Professional capabilities are sufficient and attitude is adequate however, may lack team spirit and fails to take initiative.	65%
Professional capabilities are sufficient and attitude is adequate. Capable of being a leader, but remains a follower. The student lacks initiative and their self-evaluation is insufficient.	55%
The student has acquired professional knowledge, but may lack punctuality or an hygienic approach or positive attitude. There are no positive efforts made for improvement.	45%
The level of professional performance is insufficient. The student recognizes errors but does not appear to make an effort in order to improve. The student may be easily influenced by peers in a detrimental way.	35%
The students' attitude is often negative and they are not motivated. There is likely to be difficulty in placing the student in a training position due to lack of enthusiasm for the industry and ability level which is below average.	25%
A very negative attitude with no motivation for the industry. The student over estimates him/herself and does not recognize mistakes. Professional capabilities are insufficient to place in a training position.	15%
Student often absent making it impossible to evaluate	1%
Student has not attended duties and has not taken part in theory work	1%

5. Submission of assignments

Assignments must be submitted on time and at the right place according to the faculty 's instructions. Failure to submit on time will incur the following penalties:

Up to 24 hours late: - 20% reduction in grade for that assignment

Over 24 hours late: - 0 will be recorded for that assignment

6. Mitigation

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

7. Academic Difficulties

Students are required to make known any medical problems they have which will affect their ability to progress. This information is requested on the application form. A problem such as dyslexia and other learning difficulties will be accommodated as far as is possible by the School.

8. Incomplete Work

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

9. Re-sits and Retakes

Students who do not meet the achievement standards at course level will be allowed to re-sit an examination, which must be taken at the specified time, normally in the first two weeks of the new semester. Students who miss the assigned re-sit examination dates without prior permission; will not be permitted to progress to the next semester of study. Students pay a small fee for re-sit examinations, as well as an accommodation charge for this period. These fees are due for payment prior to the student's arrival or upon arrival, by credit card or cash, at the reception. The rule is that no student is accepted into the re-sit exams unless they have paid their exam re-sit fees.

If the student is successful in the re-sit examination, a maximum course grade of 55% (or 60% or 65% see program level achievement grades) will be awarded and this will be used in the computation of the semester grade average. The re-sit mark, if below these, will be the final grade whether higher or lower than the previous mark.

If the student has not met the achievement level in this re-sit examination and the semester, he/she must retake the failed course and must pay the relevant fee for that course. Normally, only one re-sit per course is permitted. In addition, a student may normally only retake a course one time.

Students who have not met the minimum achievement grade (after re-sit) in more than two courses will not normally be able to progress until they have been retaken. A re-sit examination may not be permitted if the fail was due to cheating, resulting in a zero grade for a component of the course.

10. Progression

Hotel Operations I and II

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

- obtain a general grade average of 55% for the semester
- have no more than 2 (or 3 including Basic Maths in HO I) subject grades below 55%
- have no subject grades below 40%

Hotel Operations III

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

- obtain a general grade average of 60% for the semester
- have no more than 2 subject grades below 60%
- have no subject grades below 40%

BBA I and II

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

- obtain a general grade average of 60% for the semester
- have no more than 2 subject grades below 60% in one semester
- have no more than 3 subject grades below 60% in both semesters combined
- have no subject grades below 40%

PGD I and II

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

- obtain a general grade average of 65% for the semester
- have no subject grades below 65%

If these progression requirements are not reached then the student must take re-sit examinations in the failed subjects and pay the appropriate fee. The Awards Committee is the final arbiter in these matters. The re-sit grade is the mark awarded for the course. The maximum that can be awarded for a re-sit is 55% (or 60% or 65%, see pass grade regulations for the award). Progression periods are determined by the program regulations (see students' handbook). Normally these are semesters.

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

Those students who, after re-sit, have four non-achieved courses are not allowed to progress with their studies into the following semester. The Awards Committee may allow one subject to be taken concurrently with the next semester if the student has three non-achieved courses, providing the timetable allows it. In addition a student cannot progress to a new semester, if they are still failing a semester prior to the most recent one studied.

11. Plagiarism and Cheating

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

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

12. Examination Regulations

At examination points, examination dates will be posted at least one week before the examination takes place. A student may be allowed to take an examination at other than the scheduled time only if he/she is incapacitated due to illness or accident, which is certified or due to death in the immediate family. An examination which is missed for reasons other than the above will result in a zero grade. A student who misses an exam for the above reasons must notify their Program Manager within one day of their return to school with supporting evidence (e.g. a doctor's note). A date to sit the exam will then be agreed. Failure to meet the one day deadline may result in the opportunity to sit the exam being denied.

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

Any student arriving at a formal examination after 30 minutes will not be admitted to the examination and the resultant grade will be zero. A student admitted late will only be given the time until the normal conclusion of the examination to complete. During final written examinations students may not leave in the first 45 minutes or the last 15 minutes of the exam.

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

- a. Items allowed in the examination room
- b. Items not allowed in the examination room
- c. Talking during the examination
- d. Finishing the examination

-
- e. Cheating or attempted cheating
 - f. Question Time
 - g. Dress Code

13. Maintenance of Academic Standing

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

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

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

14. Grade Report Sheet

At the end of each semester, the student is issued with a Grade Report Sheet. This may be a paper or an electronic version. The report will list those courses, which contribute to the current program of study and will show for each, the final grade.

Copies of transcripts or awards documents can be obtained from the Academic Services Officer for a fee.

15. Deferment of Grade

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

16. Academic Records

The student's academic record is confidential, within the School's faculty and administration teams, and will be sent only to the student and the parent or sponsor or the Regional Admissions Director of the student unless otherwise instructed by the student, parent or sponsor. Any instruction to the contrary, must be made in writing to the Academic's office by the student, parent or sponsor.

17. Transfer of Credits

Credits earned at the School are transferable at the discretion of the receiving school, college or university. Historically, students have successfully transferred credits to major colleges and universities throughout the world. The Dean's office can supply students with details of such colleges and universities

18. Validity of Registration

After graduation a student's registration and credit remains valid for twice the length of their program's duration (unless other regulations apply).

19. Graduation

To graduate, a student must:

- a. Successfully complete each of the requirements of the chosen program.
- b. Meet the progression requirements for each semester.
- c. Complete all necessary internship periods and assessments (when part of the program).
- d. Discharge all financial obligations to the School.

BBA Honors Degree: The average of the final two semesters is considered

- 65-69% no "mention"
- 70-79% merit
- 80% and above distinction

Ordinary Degree and Postgraduate programs:

- Distinction is from 85% and above averaged over the last 2 semesters.

SHA Diploma

Medals are awarded based on the grade average over the 3 semesters of study at Les Roches.

- Bronze all passing student (including HO II and HO III direct entries)
- Silver students with a 3-semester average of 80% and above
- Gold students with a 3-semester average of 90% and above (or the top 3%)

20. Appeals Procedure

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

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

Note:

- Appeals, which are based on facts and are already known to the Awards Committee before they made their recommendation for the conferment of awards, will not be admissible.
- Appeals, which question the academic judgment of examinations, shall not be admissible.
- Appeals, which are based on factors already known to the candidate before the assessment took place, will not be admissible. Such cases should have led the candidate to file for mitigating circumstances.

The Awards Committee:

The Awards Committee comprises of the Dean and the relevant faculty members.

The Appeals Procedure:

The Dean receives and examines the eligibility of an appeal. Formally, the Awards Committee acts on behalf of the Academic Committee and forwards eligible appeals to the next Appeals Commission meeting. These meetings only take place upon the request of the Awards Committee and no more than twice a year within three months following the end of semester assessment periods. The Appeals Commission will be empowered to take either of the following decisions:

- Reject the appeal and no further action will be taken.
- Refer the matter back to the Awards Committee with appropriate recommendations.

These recommendations are received by the Awards Committee, which transmits them for execution to the Chairman of the Academic Committee.

The Awards Committee and the Academic Committee may only question these recommendations if and when errors of fact or procedural mistakes are suspected to have influenced the Appeals Commission's recommendation(s). If such is the case, the Awards Committee and/or the Academic Committee must resubmit the case to the Appeals Commission with all the necessary documentation. Appellants are required to pay an administration fee.

Appeals Commission:

- The Directeur Général
- The Director of Campus
- Independent Educational Representative (External)
- Independent Industry Representative (External)

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

21. Attendance Policy

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

22. Absences

Absences will be recorded by each lecturer for each period and when a student is absent, the lecturer will report the absence on a daily basis. A single period counts as one absence, a double period counts as two absences, etc.

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

Absences are taken at students' discretion. They are to be used for: illness, personal appointments, external interviews and any other valid reasons that cannot be dealt with outside of lesson and practical time. It is highly recommended that students keep a note of their own absences.

Letters are sent when absence hours reach:

- 20 hours or above
- 40 hours or above
- more than 60 hours

Copies of all warning letters are sent to sponsors, Program Managers, the Dean and the Campus Director and a copy is placed in the student's file. Exceeding this limit results in invalidation of the semester

Extenuating circumstances may, in some cases be taken into consideration, with particular reference to serious illness.

The Director or Dean may allow students to be absent in some circumstances and these absences will not count towards the student's total. This is particularly with regard to work with the Student Social Committee or outside catering. Any requests of this nature should be made in writing prior or immediately after the student's absence. If a punctuality letter is sent before the student's request is received these absences will remain on the student's record.

Lessons missed due to In-house presentations and interviews will not count towards the total absence although students must register to attend presentations. Students will still be marked as absent from class but the Academic Services Office will adjust this once their attendance is verified.

Absence from class does not release students from responsibilities of submitting work and projects on time, or of taking exams, quizzes and group work. The tutor may elect to give a failing mark if a student does not attend a scheduled class even if the student is within the absence limit for that particular course.

22.1 All Programs (Excluding Post-Graduate Courses)

During one semester students are allowed to be absent for a maximum of 60 periods / contact hours; this includes both academic and practical classes.

Absence per course:

Students are allowed to be absent from a maximum of 30% of the contact hours for any one academic course. This represents 14 hours of a 45 hour theory course. Additionally students are allowed to be absent for a maximum of 30 hours of a practical course. If this amount of hours is exceeded the student will be deemed to have failed that course and awarded a zero grade for that course.

22.2 Practical Duty

If a student is consistently late for a craft-based learning class the teacher is entitled to schedule them to work extra duty. This extra duty time and date will be communicated to the student well in advance of the duty. When a student is absent from a class, the absence will be recorded and deducted from the student's absence record. If a student is late for a class, this is also recorded.

Because practical duty involves working as a member of a team, it is important that students communicate with the teacher in charge if they intend to be absent. This can be either verbally, if known in advance, or by email for any illness or other emergency. In these situations students should send an email to the teacher in charge before the practical class / duty is due to start. Students who do not communicate their absence before a scheduled class / duty will be deducted 0.2 from their behavior mark for each offence.

The period is considered missed if at the start of the period the student is not present. Teachers may decide not to accept late students to class since this can disrupt the learning of other students.

An academic course of 45 periods is considered as failed if a student misses more than 30% or a total of 15 periods.

A craft-based learning course is considered failed if a student misses 30 hours without evidence of a valid reason or without the permission of the program manager. It is the student's responsibility to manage the hours and to inform the practical program manager of any circumstances that will have an effect on the failed course policy. A student who has exceeded 30 unexcused hours will receive a written warning that the course has been failed but will be expected to continue participating in the course.

Lunch meals scheduled at the restaurant

The objective for the lunch schedule at the restaurant is for students to learn through observation and by experiencing a formal service. All the academic schedules have been designed so that students can participate in this learning. In order to guarantee the delivery and keep within the high standard of the service and kitchen program the following standard of excellence will be implemented:

All students scheduled for the lunch must be at the restaurant to sign in for lunch at the start of the session.

All students who have signed in will immediately proceed to be seated. At times there is an overflow of students due to reservation by outside guests. Should this be the case, students who have lined up to be seated first will be released first.

Invalid semester

Students have 60 periods per semester that may be used for illness, interviews or any other emergency. Out of these 60 periods there are only 30 hours of unexcused absence for the craft-based learning courses. It is very important to understand that the semester will be invalidated should the total absences for the semester go over 60 periods.

At the start of the semester, a 6-point passing grade is awarded to all students for discipline and behavior and students are expected to keep this passing grade. Should the discipline mark fall below 4 points the semester will be regarded as failed and will be invalidated.

Repeating hours missed at weekends

Missing practical duty during weekends and during exam days will result in disciplinary point deduction as per the published policy.

In addition, the missed hour will have to be compensated with extra duty on another weekend. This duty will be scheduled by the teacher.

Uniforms / Behavior / Gross negligence

Disciplinary points will be deducted if students damage equipment through gross negligence or deliberate act. Disciplinary points will also be deducted for incomplete uniform or if the student misbehaves in any way.

In addition to the above sanctions, the Program Manager reserves the right to assign extra duty for frequent absenteeism or in cases of severe misbehavior.

14. EDUCATIONAL PHILOSOPHY AND ACADEMIC MANAGEMENT

The School's leadership structure is designed to guarantee a responsible management of the School's resources, committed to achieving its mission and objectives. Les Roches belongs to Laureate Education Inc., which is one of the largest networks of private post-secondary institutions in the world.

Since 2005, the Directeur Général has been Mr. Arie A. J. van der Spek. He benefits from a broad international managerial experience in the hospitality industry. He is assisted by a management team, which consists of a Director of Academic Affairs, Campus Director, Dean of Undergraduate Studies, Dean of Graduate Studies, Program Managers, Academic Services Officer and Librarian. Les Roches is part of an institution which strives to offer high quality career-focused education.

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

The School's academic guidance rests with the Academic Committee. This committee is responsible for developing the curriculum and establishing rules and regulations that affect students' life. The Academic Director, Dean, Librarian, Academic Services Officer, the Faculty and Students participate in this committee.

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

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

Another important executive arm of the Academic Committee is the School's Enrolment Management Department which is responsible for admitting students into our programs. The Academic Services Officer follows the students' academic standing until graduation in conjunction with the Program managers. The Awards Committees regularly assess the students' progress by analyzing individual and group results in accordance with academic and other regulations governing the program. The Awards Committee is the official body that recommends conferment of Awards. Appeals may be lodged following the appeal's procedure described elsewhere in this catalogue.

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

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

A. CODE OF ETHICS

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

B. PATHWAYS OF STUDY

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

C. ACADEMIC ADVICE, TUTORIALS AND CAREER COUNSELING

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

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

The Career Development and Industry Placement Officers assist in making professional contacts or contacting other educational institutions or hospitality corporations for further information and also provide additional assistance in finding industry internships.

D. FACULTY

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

E. TRANSCRIPTS

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

15. CAMPUS

A. CLASSROOMS AND LABORATORIES

The main Les Roches building contains the majority of classrooms and laboratories. Specialty classrooms include the specifically built production and individual kitchens, the demonstration kitchen, lecture theatres, a dining room (the 'Market Place'), an à la carte restaurant, a bar laboratory, fast-food outlet, a front office and rooms division laboratory and a wine and beverage facility.

The Library features over 7,000 books, journals, magazines and on-line references, as well as videos, CD roms, DVDs and audio tapes. Internet access for research and personal use is available (See laptop policy).

All administrative offices are located on the ground floor of this building, as is the office of the school nurse and infirmary rooms. Faculty offices are located on first and second floor and in the East Wing.

B. COMMON AREAS

The lobby of the Main Building is open from Monday to Friday between 08:00 and 21:00 hours. This is a light, airy space where students can socialize, read or work. In general, the lobby bar is open from 07:45 until 16:30 hours on weekdays. Students are expected to help keep the lobby area tidy at all times. It is important that when visitors arrive, the first impression they have of the school is that it is neat and orderly.

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

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

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

C. COMMUNICATIONS

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

Complete name and student number
Les Roches International School of Hotel Management
3975 BLUCHE – VS
SWITZERLAND

Tel: +41 (27) 485 96 00

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

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

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

Every student is provided with a Les Roches email address which, together with the School's Intranet system – "Roches-Net", is used to communicate with students via their notebook computer linked to the School's network. Roches Net provides an up-to-date information service on a wide range of academic and general matters.

D. ENVIRONMENTAL POLICY

Les Roches conforms to ISO14001:2004.

ISO 14001:2004 specifies requirements for an environmental management system to enable an organization to develop and implement a policy and objectives which take into account legal requirements and other requirements to which the organization subscribes, and information about significant environmental aspects. It applies to those environmental aspects that the organization identifies as those which it can control and those which it can influence.

16. STUDENT LIFE

A. THE DAILY WAY OF LIFE

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

B. THE WORKING ENVIRONMENT

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

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

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

C. EXTRA-CURRICULAR LIFE, SPORTS AND SOCIAL ACTIVITIES

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

Les Roches acknowledges the importance of fitness and sport to the overall physical and mental well-being of the future professional. The Les Roches campus offers a fitness room with cardio-vascular body-building equipment, a sports field, basketball and volleyball courts, and two outdoor swimming pools for student use. In the winter, the school organizes weekly supervised swimming sessions in an indoor pool in Montana.

Other informal activities are also scheduled weekly. Off-campus sporting options (skiing, ice-skating and snowboarding in winter, golf, white-water rafting and hiking in the summer, as well as indoor sports including squash and badminton) are organized by the school at local facilities and gymnasiums. The school also regularly organizes a very popular American pool tournament.

League contests for soccer, basketball, volleyball, field hockey, cricket and other sports are organized with other hotel management schools in the region and with local clubs according to student demand. Sports at Les Roches are, to the greatest extent possible, co-educational with men's teams, women's teams and mixed teams participating.

School facilities are free of charge, but some of the sports and activities played off-campus are paid for by the students themselves. All students may use the sports field at any time unless the grass is wet when it is forbidden to play on the field in spiked boots.

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

Cultural Night is the social apex of the semester, involving all students. National cultures represent themselves in music, dance and drama and the evening, which has become something of a Les Roches tradition, is rounded off with a gala dinner buffet of national dishes and specialties and a disco.

D. STUDENT REPRESENTATION

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

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

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

The Les Roches Chapter of Eta Sigma Delta, the International Academic Honor Society for students of Hospitality and Tourism, is open to students in Semester 6 or 7. Invitation to join is based upon academic excellence and professionalism whilst on internship and in the school.

E. RESIDENTIAL LIFE

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

A supplement is charged for private rooms available in limited quantity, upon request (first come, first served.) Third and fourth year students can choose to stay in the school's halls of residence or rent accommodation in the surrounding villages. This also applies to students on the Post-Graduate and MBA programs.

Because the majority of housing facilities feature double rooms, visiting rights for persons not housed in the particular facility are limited to public rooms, such as communal study rooms and kitchens. Special arrangements are available, whenever possible, for housing of married students.

Smoking and non-smoking preferences are respected when assigning roommates for incoming students. Returning students are allowed to select roommates and housing is assigned, whenever possible, according to student wishes. Food for cooking is not allowed in student rooms. Regular cleaning service is provided for all rooms and the school provides bedroom linen.

In general, the school provides breakfast, lunch and dinner during the week and two meals daily at the weekend when a reservation system is in place. This meal schedule does not apply on Swiss national holidays and on the day of Cultural Night.

17. INTERNSHIP POLICY

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

Responsibilities

For Hotel Operations I students, the Careers Office provides full support and guidance to each student, including sending their CV to at least two establishments in regions of their choice.

For Hotel Operations II students, the Careers Office provides assistance and guidance to students to find an Internship. It is the students' responsibility to approach the Careers Office for support.

For graduating Hotel Operations III, Postgraduate Diploma, BBA and MBA students, the Careers Office provides assistance and advice to students to find an Internship. It is the students' responsibility to approach the Careers Office for support.

The School is also responsible for:

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

The student is responsible for:

- Being active in his/her research process and to keep the Careers Office informed of his/her progress.
- Observing standards and regulations, which are stated by Les Roches School of Hotel Management (charter, training procedures, evaluation process, etc).
- Respecting administrative constraints such as visa, work permit, language or professional profile requirements, which might limit the choice of location in which the student will do his/her training.
- Successfully achieving a full six-month long training period at a single establishment, which is, under no circumstances, managed or owned by a member of the student's family.
- Covering any expenses such as travel, accommodation, pocket money, work permit, visa costs, insurance etc., which may arise from an industrial placement.

After two rejections of offer for an internship organized through the Careers Office, the school will no longer provide assistance for obtaining a student's internship.

If a student encounters problems of any kind during the internship period, whether personal or professional, he/she can contact the CDIP Office to request advice and support. Under no circumstances is the student allowed to break his/her internship contract without the agreement of both the school and the employer. Should the student do so, the internship in question will not be validated and the student will be required to carry out a further internship period, at a time stated by Les Roches, in order to receive the necessary credits for the SHA Diploma.

Insurance

During school semesters, as well as during the internships completed in Switzerland and abroad, students are covered with health insurance provided by Les Roches. However, for the duration of the internship, students are required to obtain private accident insurance.

18. STANDARDS OF EXCELLENCE

A. OBJECTIVES

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

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

B. GENERAL STANDARDS OF EXCELLENCE

School Uniform

The school uniform comprises a grey pin-striped skirt or pair of trousers with a matching jacket that is buttoned and white shirt or blouse. It is similar to those worn in international hotel and restaurant companies. It is part of the school's image and also that of its students, which is well received by the prospective employers who visit the school every year on their hiring trips. Whenever and wherever the Les Roches uniform is worn, it must be worn correctly, with pride, in order to reflect Les Roches as an institution with high standards of professional image. The uniform photographs posted in the School illustrate correct appearance and uniform standards of excellence. During the phasing in of the new uniform students may wear either the new or the old uniform (blue blazer, grey skirt or trousers) but wearing an item of each is not permitted.

Students on the BBA, PGD and MBA programs are expected to wear smart and professional business suits. Guidance on appropriate business wear is available on the school notice board in the Lobby of the Market Place.

During the summer months of July and August students are allowed to remove their blazers / jackets. However, in these circumstances, the name tag must be worn on the shirt. From 1st September blazers and jackets are compulsory.

During the academic semester, the uniform is to be worn during the daytime (06:30-18:30) from Monday to Friday in all areas of the school. It is not compulsory during dinner time (18:30-19:30).

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

Male students: the uniform comprises:

- Long-sleeved white shirts (no button-down collars, open collars or rolled-up sleeves)
- Short-sleeved shirts are acceptable in the summer months
- Jacket
- Tie reaching approximately the belt line
- Personal Les Roches branded name tag at all times visible on jacket or on shirt pocket
- Polished black shoes
- Dark socks
- No boots

Female students: the uniform comprises:

- White blouse (tucked in at the waist)
- Jacket (sleeves longer than the blouse)
- Knee-length skirt (3" above the knee) or trousers
- Personal Les Roches branded name tag at all times visible on jacket or on shirt pocket
- Elegant polished black shoes
- No mini-skirts, ankle socks or boots
- Tie or scarf optional
- Conservative colored tights or stocking (knee highs or socks with trousers)

Male and Female students:

- Cold weather: optional blue, blue, white or grey V-neck pullover or waistcoat worn with the blazer / jacket.
- Warm weather: Jackets may be removed in classrooms but must be kept at hand during classes.
- The name tag with the student's own name is part of the uniform.

-
- July and August: The school jacket is optional.

The following are not part of the uniform and may therefore not be worn inside the school building:

- T-shirts
- Floral shirts
- Jeans
- Gym shoes
- Leather jackets
- Trainers
- Bermuda shorts

Professional Uniform

The professional uniform is to be worn whilst on practical duty. Students may not leave the campus wearing the professional uniform. It should always be of impeccable appearance, especially when walking through the village of Bluche and in the school buildings.

General Appearance

Unnatural hair colorings are not acceptable in the school.

Male students:

- hair must be short without excessive length or bulk
- extreme styles - visible piercing including earrings, tongue or nose pins or rings, platform shoes, etc. are not acceptable
- clean short finger nails

Female students:

- Long hair must be kept neat and orderly. To comply with hygiene regulations in food production areas hair nets will be worn when provided.
- Colored nail polish and obtrusive jewelry are not acceptable (one ring per hand) in Hotel Operations I and II
- One pair of non-obtrusive earrings on the lobes

Hotel Operations I and II:

- For reasons of hygiene beards are undesirable. Male students are expected to be well-shaven at all times.

IEL, Hotel Operations III, BBA, PGD and MBA:

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

General Behavior

A teacher is entitled to evict a student in the event of significant misconduct or un-preparedness for a scheduled class.

Locker Facilities

Students will be issued a locker during the course of a semester. Students should ensure lockers are padlocked at all times. The school cannot be held responsible for the loss or damage to any personal item due to negligence.

Classrooms

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

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

Library and Resource Area

The library is a place for quiet study. The opening hours are posted in the library and in the library brochure (School intranet/Media/library/General information). The following are not allowed in the library:

- Smoking
- Food and drinks

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- Use of cell phones
 - Speaking loud
 - Students must present their student card in order to borrow items. Renewals can be done either at the Library, by e-mail or by phone on 027 485 96 71. Students can borrow up to 10 items at a time.
 - Magazines and other items used within the library for reference purposes must be returned to their correct place in the Library to keep it tidy and to allow the fast turn around of items.
The staff on duty can assist with finding the correct location of library items.
 - Library items loan duration:
 - Non-fictional items: two weeks.
 - Fictional items: one month
 - Periodical and journal back issues: one week
 - Periodical and journals current issues: used as reference within the Library
 - DVDs: 1 day
 - Borrowed items are to be returned on time for the convenience of all. A fine of CHF 1.00 per day is levied on late items. Late items will only be accepted and therefore removed from the student's account when the relevant fines have been settled. Reminders are sent every day to students' Les Roches email addresses. Checking your Les Roches email address is compulsory. Behavior points will be deducted for more than 10 days delay.
 - The Library is equipped with a security alarm. Security checks are carried out when it sounds as a student leaves the area. Students are to stop and co-operate fully with the Library team.
 - All library team members have authority to deduct behavior points if students do not respect the Standards of Excellence regarding the use of the library.
 - Lost items will be charged to the student + 15% and paid at the library loan desk.

Photocopying / Printing

Students must use their own photocopy card and books or magazines may only be photocopied after consulting the Library staff. Certain valuable books cannot be photocopied. Students are liable for paying for a new book if a book is damaged during photocopying. No writing or highlighting is allowed into library books.

Student Card

The student card is used for identification and for borrowing books from the library as well as for internal control purposes. It is issued upon arrival at Les Roches. The student card is valid for the whole duration of the program attended. If, for some reason (repeating a program, longer internship, etc), the student card expires, a new one can be obtained from the Student Services. The student Card must be returned to the Student Services in the event of studies terminating prematurely. Lost student cards must be reported to the Student Services at once. A replacement card costs CHF 10.- which has to be paid directly to the Student Services.

Information Technology - Hardware

Students are advised to ensure that their machines match the minimum specifications as recommended by the IT Support Team – see the Information Technology Equipment policy. Latest update of this document available on: www.lesroches.edu (admission section)

Please note that only English language software can be used. Failure to abide by this requirement will result in the laptop being barred from being connected to the school network until it complies with the minimum specification.

Students who submit their machine for repair to the IT Support Team must agree to abide by the Computer Policy drawn up by the IT Support Team.

Students are responsible for ensuring that computer hardware is in perfect working order at all times. Hardware may be used for personal purposes. Please note for School purchased machines, hardware damage or other malfunctions resulting from personal use are not covered by the maintenance service provided by the School.

Information Technology - Software

Copying software covered by a copyright is illegal. The School shall not be responsible for any damage, copyright or license violation related to software not purchased from the School.

Computer Virus Infections

The school's anti-virus system will be loaded on to students' machines during their studies at Les Roches. It is the student's responsibility to ensure this software is un-installed at the end of his / her studies. Students must be aware that serious sanctions will ensue if they are responsible for introducing a virus to the school system.

It is the student's responsibility to ensure that their machine is adequately protected against viruses by regularly updating their software.

Failure to accept these requirements will result in the student being forbidden to connect to the network in school including access to all of the network resources.

Internet

Students have access to Internet whilst at school and are provided with an e-mail address at the beginning of the first semester (HO I), see the student internet policy for more details. Please note that a policy is in place to block access to certain sites of specific content.

Dining Rooms

The school uniform must be worn in the dining rooms during the week. Casual clothes may be worn in the dining rooms at weekends. Students are expected to behave in a mature, orderly and dignified manner in the dining rooms, as is expected of a hospitality manager. "Moon-boots" (snow boots) are not allowed in the dining rooms. Students must change their footwear in the locker rooms.

The following are not allowed in the dining rooms but may be left in the locker rooms:

- | | |
|--------------|--------------|
| ▪ letters | ▪ computers |
| ▪ books | ▪ briefcases |
| ▪ newspapers | ▪ coats |
| ▪ bags | ▪ jackets |
- Students must await permission to leave the à la carte dining area from the supervisor in charge.
 - Mobile telephones are not allowed to be used in the Market place, the à la Carte Restaurant or in classrooms.

Attendance at Meals

- Meals are taken at student's discretion except for HO I and HO II students on the academic schedule who are timetabled to have lunch in the à la carte restaurant. Breakfast and dinner are at students' discretion.
- Students must make a prior reservation in order to have dinner during the week or meals during weekends.
- To avoid delays for others, late-comers will not be permitted to enter the à la carte restaurant.

Visitors and Invitations to Meals

Students' parents will be welcomed when they visit Les Roches. A free meal coupon may be collected from the School Management on their first visit.

Visitors other than parents are also welcome to come into school for meals. In this case, visitors' meal coupons can be purchased for a nominal charge from Reception. Visitors should meet the same dress code as students; male guests should wear a tie, jacket and proper trousers (no jeans, T-shirts, etc), female guests should also be correctly and smartly dressed (no jeans, T-shirts, etc).

Restricted Areas

- Kitchens and stillrooms are only accessible to on-duty students.
- Students who are excused from class or duty and who have a medical certificate must remain outside the main building.

Accommodation / Campus

- Rooms are to be kept tidy and beds made every morning.
- Noise must be kept to a minimum everywhere. Swiss Regulations forbid loud noise between 22:00 and 07:00. Violators can be charged for "breach of the peace".
- Posters, photos, drawings or any other kind of decorations cannot be hung on room walls. Cork notice boards are provided in the rooms for that purpose.

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- Domestic pets are not welcome on the campus.
 - Permission is required to use a refrigerator in a room of **category A** and an energy fee of CHF 100.- per semester will be levied.
 - For safety reasons, hair dryers must not be used in the bathrooms or showers.
 - Valuables should be kept in the room safe.

For reasons of security and peace and quiet, Les Roches students who are currently enrolled in this semester can visit you in your room from 08:00 until 22:00. **OUTSIDE THESE TIMES YOU CAN ONLY INVITE STUDENTS LIVING IN YOUR BUILDING.** Visitors can be met in the public areas, lounges, lobbies, and study halls. This requirement also applies to students wishing to study or work together. **FAILURE TO FOLLOW THIS RULE COULD LEAD TO DISCIPLINARY ACTION BY THE SCHOOL.** Given the serious security aspect of this standard, ANY VIOLATION CAN LEAD TO IMMEDIATE EXPULSION FROM THE DORMS. **For the same security reasons, except for students' parents, non-Les Roches student visitors are strictly forbidden in the residence buildings at all times.**

Card operated washing machines and ironing facilities are available at residences. Underwear and socks may be washed in rooms but must not be left soaking in the bath or in the bidet. No items of clothing are to be hung from windows or balconies. Ironing boards are to be used only in the areas where they belong.

As a good safety practice, all radios, lights and other electrical appliances are to be switched off on leaving the room. Rooms are not meant, nor equipped, for cooking for hygiene and safety reasons. Fruit, biscuits and sweets may be kept in rooms, but any other food or drink items or cooking utensils cannot be stored and could be removed by the Facilities Manager. School cutlery, crockery and glasses must not be removed from the main building. Food and drink items are not allowed to be stored on the window ledges in Les Roches accommodation. The school reserves the right to confiscate any such items.

Student rooms are equipped with central heating. The Maintenance is responsible for modifying the temperature of the room. Portable heaters, electric or otherwise, are not allowed in student rooms.

Students who disrespect the Standards of Excellence, related to living on campus accommodation buildings can be asked to leave the campus. In these situations, at the discretion of the Campus Director, they may be able to continue their academic studies. However, they must find alternative accommodation off campus. Students who are asked to leave campus accommodation are not entitled to a refund. In addition, any student found in campus accommodation after being asked to leave the accommodation will be expelled from the school due to misconduct.

Important Notice

- The school declines all responsibility for articles or money stolen if the above recommendation is not followed.
- The Facilities Manager's prior consent is required in order to change the furniture layout in a student room.
- For insurance and security reasons, students can only change rooms with written permission from the Facilities Manager.
- The Facilities Manager must be informed of any breakages, malfunctions or complaints about a room.
- Skis, boots and ski poles must be stored in the storeroom of each building. Suitcases should be stored in the allocated storeroom in each residential building.
- In order to ensure proper implementation of the above Standards, the Management and or the Facilities Manager will periodically check bedrooms and cupboards.
- All buildings are closed daily from 23:30 to 07:00. Residents can unlock the entrance door with their room key.
- At the end of the semester, students are allowed to store boxes through a specialized company called Ab-Livrex. The storage fee is CHF. 6.50 (VAT included), per month, per box.
- Ab-Livrex will accept boxes from students who prepay the totality of the storage fee as indicated on the contact between the student and Ab-Livrex. Payment will be accepted in cash only.
- Only Ab-Livrex boxes sold on campus at « Les Roches » will be accepted for storage with Ab-Livrex.
- Suitcases will be accepted if they are closed and are locked or secured with a padlock.
- Skis and snowboards will only be accepted if they are in a ski/snowboard bag.
- **Important the following items are prohibited:** Plants/flowers, perishable items (such as food), and inflammable or explosive items cannot not be stored in the boxes.
- A storage contract will be established and signed between the student and Ab-Livrex stipulating the student's information, the number, contents and value of the boxes, the date give for storage, the length of storage and the prepayment. A copy of the contract will be given to the student, which must be kept and presented with their student card to collect their boxes upon return to Les Roches.
- Students must make an inventory of the items placed in the boxes for storage. This inventory is to be given to Ab-Livrex at the same time as the unclosed boxes and will be added to the student's client file. It is imperative that the boxes are still open when presented for storage.

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- If a student needs to prolong their storage duration, then he/she must pay the additional storage fee in full before the expiry date noted on their contract.
When the student is more than a month late in the payment of this additional storage charge (according to published prices), he/she will receive a formal written notification. Should the student fail to pay the outstanding fee within 15 days of receiving the notification, AB-Livrex can terminate the contract with immediate effect.
 - At the full term of the contract, the student is obliged to collect his/her boxes. If the student fails to retrieve his/her boxes with no notification and payment (as stipulated above), Ab-Livrex has the right to dispose of these boxes. In these circumstances AB-Livrex has the right to sell the contents of the boxes to recuperate the outstanding charges or turnover the contents to a waste management facility.
 - An insurance is provided by Ab-Livrex for with a value equivalent to that indicated by the student in the inventory. The maximum insurance value per box is CHF. 1'800. Insurance claims can only be approved with the inventory provided when the boxes were given for storage and valid receipt of purchase.

Laundry Facilities

The school provides a laundry service for practical uniforms, white shirts and blouses. A dry cleaning service is available through Student Services Department. In general, the School chambermaids change bed-linen weekly. Private bed-linen cannot be washed. Details of the laundry opening hours and procedure to follow are available at check-in. Personal items can be washed in the washing machines and dryers in student accommodation.

In order to be able to identify them easily and speedily, all clothes to be laundered need to be labeled clearly with your six-digit student number, preferably inside the collar, or near the waist. Unnumbered clothes cannot be washed. The laundry service is used at students' risk. No responsibility will be accepted for loss or damage to clothing.

Smoking

- Smoking is strictly prohibited in all areas of the school building. Students wishing to smoke must leave the school building. However, smoking is not permitted at the front entrance to the school building.
- Smokers who wish to give up may seek assistance from the school nurse.

Room Assignment

Hotel Operations I students may request to share a room with a specific roommate, either in advance or upon arrival at school. Hotel Operations II and III students can choose between a single or double room by completing and returning the pre-registration form before the specified deadline. Such requests are considered once the full school fees have been remitted. Rooms are allocated in order of full payments received until all available single rooms are reserved. Single accommodation is limited. Rooms are allocated on a first paid first served principle. A supplement is charged for rooms with additional facilities. Details of these charges are available from the Facilities' Manager.

Towards the end of each semester, all students are asked to return a rooming request form, for their next academic semester. These forms must be returned by the deadline date, which is clearly mentioned on the form. Students in MBA, BBA, PGD, BSc (last two semesters) have the option of requesting 'off campus' accommodation. This request should be clearly mentioned on the accommodation request forms. Final deadline for off campus accommodation requests is: 15th May, for summer intake and 15th November, for winter intake. After these dates, the school will have reserved campus accommodation for returning students and it will not be possible to agree to any late requests.

Deposit

The deposit is a provision held against damage, be it intentionally or negligently caused, to any asset belonging to the school. The students share a collective responsibility to ensure that school property is treated with respect. The students account could be charged for both individual and collective responsibility which relates to the charge for general damages in the accommodation buildings.

Requests for advances to be made against the deposit cannot be entertained. Deposits are refunded by bank transfer to the financial sponsor, three months after the end of the studies. Deposits are refunded in full, or partially once all bills have been settled.

C. DISCIPLINE – APPEARANCE AND BEHAVIOR

Discipline is registered in two distinct areas: behavior and appearance. At the beginning of each semester, discipline has an initial value of 6.0. Points are deducted at the discretion of the teacher or staff members for behavior and appearance outside

the expected standards. The amount of points deducted will depend on the seriousness of the incident(s) in question. In addition, the Head of Security is entitled to deduct points from a student with regard to disciplinary issues.

Warning letters are sent when the discipline mark falls to:

- 5.0 or less
- 4.4 or less

A copy of all letters is sent to Sponsors, Program Managers and the Dean and a copy is placed in the student's file. Should the discipline mark fall below 4.0 the student will be suspended. In this situation, the whole semester will be invalidated and the student will have to repeat it in its entirety. This semester will count as failed.

Suspension

In the event of misconduct or serious violation to the code of conduct and personal ethics requiring further inquiry, the Campus Director may suspend the student for the time necessary to complete the said inquiry. In such a case the Campus Director may request that the student leave the campus. Furthermore, the student may not attend any course. The Campus Director can also suspend a student in the event of repeated absences totaling more than 60 hours.

Expulsion

The Campus Director can expel a student if either their work and/or conduct is unsatisfactory, both in and out of school and in the school accommodation.

Students will be immediately expelled from the school by the Campus Director notably in cases of:

- Use or possession of drugs
- Theft
- Misconduct
- Drunkenness in class or on duty, or in any circumstances

Any involvement in illegal activities or violation of Swiss Law is dealt with accordingly by the Campus Director.

Note: The use or possession of narcotics is illegal in Switzerland. Violation of this law will lead to the immediate expulsion of the student, not only from the school, but also from the country. Students who are expelled have the semester marked as failed.

List of illegal drugs in Switzerland:

- Cannabis
- Opiates and all their derivatives (opium, morphine, heroin)
- Cocaine
- LSD, Mescaline, Psilocybin
- Crack
- Hallucinogens
- Ecstasy

The school reserves the right to amend the above list when necessary and according to new substances becoming available. Students may have a maximum of six bottles or cans of beer in their rooms and two bottles of wine. Spirits are not allowed. Drinking must be in moderation. Failure to adhere to these requirements will result in disciplinary action being taken. If students are expelled or suspended from school, the published refunds policy, with regard to school fees, will apply.

Prevention and Testing of Stupefying Products

Les Roches is sensitive to the problem in today's society of the dependence on stupefying products and wishes to take an active role in the prevention of their abuse by students, either through group-training schemes, or on an individual basis.

The Swiss penal code forbids consumption, possession and / or any form of distribution / selling of drugs. It makes no distinction between those drugs known as "soft" drugs and those known as "hard" drugs. Les Roches follows the same principles and forbids any form of drugs. Possession of, or traffic of, drugs inside, as well as outside of the School, is strictly forbidden. Les Roches reserves the right to take legal action if necessary. This rule applies throughout the entire period of time the student is registered and under the School's responsibility, whether in Switzerland or elsewhere.

In order to prevent abuse and in accordance with the Swiss law, the School has the right, in particular situations, to ask a student to submit themselves for a drugs test. A student will be asked to undergo a drugs test if: the School considers that the student is putting themselves at risk physically or mentally, as well as damaging their learning potential OR if the student threatens the health and safety of their environment. If the student refuses to accept the conditions stated above, without legitimate reason, they will be expelled immediately from the school. The procedure outlined below will treat, as confidential,

all data relative to the concerned student. A student could be asked to undergo several tests during their studies at Les Roches.

Drug Testing Procedure

The Director of Campus will provide the School Nurse with the names of the students who will be requested to undergo a drugs test. The School Nurse will then ask the student to visit the infirmary. The School Nurse is the only person authorized to perform the test which will be limited to a urine test or a saliva test. Les Roches also reserves the right to request the student to provide a blood sample. If a blood sample is requested, this procedure will be carried out by a nominated doctor. In exceptional cases, the doctor may also request a hair sample.

The student who has been requested to visit the Nurse for a drugs test will not have his/her absences credited against him/her. In addition to the drugs test the School Nurse will seek to determine if any other products (medicines) could have been taken, therefore influencing the results one way or another. If this is the case, the student will be asked to present the evidence pertaining to the consumption of these other medications within 24 hours.

A laboratory appointed by the school will analyze urine samples and the "University Institute of Legal Medicine" in Lausanne will be in charge of analyzing any blood samples. The laboratory will communicate the results of the tests to the Director of Campus. In line with the policy of the School, students will be immediately expelled from the school for the use or possession of illegal drugs.

D. FIRE PREVENTION ADVICE

- Students are strongly recommended to become familiarized with the different emergency exits and fire-fighting equipment available in the residence halls.
- When the fire alarm rings students must not panic but follow the instructions given by teachers, class representatives or staff.
- Windows must be shut. Doors must be shut but not locked.
- In the main building students must WALK out of the building quickly and calmly and go to the meeting point in front of the gym in Saint-François.
- At night, students must wake up friends, get dressed and prepare to evacuate quickly and calmly. Once they have left the building students must wait for further instructions.

E. GRIEVANCE PROCEDURES AND NON-ACADEMIC APPEALS

Grievance Procedure

Les Roches strives for integrity and fairness. If a problem arises, students should contact the person responsible first. Faculty Members, Staff Members, Program Managers or the Dean will also be willing to assist if necessary.

Students should make an appointment to see the Campus Director if a grievance continues as he has specific duties and responsibilities in these circumstances.

Non-academic Appeals

All appeals pertaining to disciplinary sanctions, suspensions or expulsions from the school or non-admittance to final exams must be addressed in writing to the President of the Les Roches Governing School Board, accompanied by a cheque for CHF. 300.- and sent to the Campus Director within 10 days of receipt of the sanction. If the appeal is rejected the CHF. 300.- is not reimbursed.

The Appeals Commission consists of the following members:

- An external lawyer
- The CEO of the School
- The President of the Les Roches Governing School Board
- An external expert in professional education

The Commission normally meets twice per year and their decision is binding.

F. CARS

Insurance

Students must ensure they have proper and valid insurance if they wish to run a car or motorbike whilst at school. The school declines all responsibility in the event of an accident. The school insurance does not cover injuries due to accidents.

Registration

Cars, whether rented or owned privately, need to be registered with the Head of Security as soon as brought on campus.

Parking

All parking spaces for students are assigned in lots adjacent to the St. François, PFB, Tacot, Rocailles, Peter's Farm and Les Cheminots (CHF. 800.- per semester). Parking spaces in front of the school, adjacent to the receiving entrance and beside the sports field, are reserved for the administration, faculty, staff, visitors and purveyors. The school reserves the right to place a wheel clamp on cars that are not parked in their allocated location. A fee will be charged for the removal of the wheel clamp. Parking spaces are allocated on a first paid first served principle.

G. OPEN DOOR POLICY

Program Managers, Staff Members and Faculty Members assist and guide students so that they may have a safe and beneficial time at Les Roches. They deal with virtually all students' questions or concerns.

There may be something so personal or sensitive, however, that students need to speak directly to the Campus Director or Dean, or Nurse or Student Counselor. In this case, students may make an appointment through the Administrative Assistant to the Campus Director or the Academic Secretary to the Dean for an "Open Door" meeting, or directly and confidentially to the Nurse or Student Counselor. Every effort is made to see students rapidly.

H. FINAL DISPOSITION

The present regulations are subject to approval by the Les Roches Governing School Board of the Les Roches Swiss Hotel Association School of Hotel Management on 25th August 2006.

The Board and the School Commission reserve the right, at all times, to make amendments according to circumstances, without giving prior notice.

19. ALUMNI ASSOCIATION

All graduated students from Les Roches are welcome to become members of the Les Roches Alumni Association.

The mission of the Alumni Association is:

- to provide opportunities for professional growth and social interaction among its members
- to create a long lasting and mutually beneficial relationship between Les Roches and its alumni
- to maintain Les Roches leading position in providing the hospitality industry with highly qualified professionals

All registered members receive the following services:

- an up-to-date Les Roches Alumni contact database
- an attractive alumni website, <http://alumni.lesroches.net>, with exclusive job offers, information about upcoming alumni gatherings and events, containing different groups (class year, chapter, program) and forums.
- regular distribution of an alumni e-newsletter with articles about successful Les Roches alumni as well as school news and upcoming events and gatherings

20. ADMINISTRATORS, FACULTY AND STAFF

A. LES ROCHES SCHOOL GOVERNING BOARD

Mr. François Ducry	Administrator and Director General Fedhorest SA, Fribourg, Switzerland (President and chair)
Mr. Francis Clivaz	President Gesthotel SA
Mr. David Graves	President, Laureate Hospitality Education
Dr Julia Watkins	Executive Director, Council on Social Work Education, Virginia, USA
Me Bernard Dêtienne	Lawyer, Sion, Switzerland
Mr. Claudio Casanova	Representing, Hôtellerie Suisse
Dr Alberto Godenzi	Dean and Professor of Boston College, MA, USA

B. COMMISSION SCOLAIRE

President:	Mr. Charles Zuchuat	Representative of Dept. of Education, Canton of Valais
Members:	Mr. Eric Biselx	Representative of Dept. of Education, Canton of Valais
	Mr. Pierre-André Pannatier	President, Association Hôtelière du Valais
	Mr. Maurice Clivaz	Hotelier
	Mr. François Ducry	Administrator and Director General, Fedhorest SA,
	Mr. Arie A. J. van der Spek	Directeur Général
	Mr. Patrick Bérod	Director of the « Association Hôtelière du Valais”

C. ADMINISTRATION

1. Management

Directeur Général	Mr. Arie A. J. van der Spek (MBA)
Chief Financial Officer (System Office)	Mme Daniela Re
Vice-President Global Marketing LHE	Mr. Michael Huckaby (MBA)

2. Academic

Director of Academic Affairs	Mr. Jeremy Hutchinson (Interim)
Dean of Graduate School	Mr. Jeremy Hutchinson (MBA, Cert. Ed.)
Dean of Undergraduate School	Mr. Colin Small (MBA)
Academic Quality Manager – International Campuses	Dr Helmut Waser (PhD, MBA)
MBA Program Manager	Mr. Bruno Eeckels (MBA)
PGD Program Manager	Mrs Wendy Grimont (MSc)
BBA Program Managers	Mr. Detlev Remy (MComm)
BSc Program Manager	Dr Alain Imboden (PhD)
Academic Program Manager HO I	Mr. Bertrand Crettol (CHE)
Academic Program Manager HO II	Dr James Jones (PhD)
Practical Program Manager (HOI and II)	Mr. Edward Rachny
HO III Program Manager	Mr. Michael Leaney (B.Eng)
Intensive English Program Manager	Ms Alison Tomblin (MSc)
General Education Program Manager	Ms Alison Lochhead (MA)

3. Campus Management

Director	Mr. Clive Taylor (B. Ed., MSc)
Management Executive Assistant	Ms Danielle Savoy
Facilities Manager	Mrs Margrit Pagano
Gouvernante	Mrs Marianne Vantaggiato

3. Enrolment Management Department

Enrolment Management LHE	Matthias Isenrich (MBA)
Senior Online Recruitment Manager	Ms Frances Drury
Senior Field Support Manager	Ms Stéphanie Roulet
Senior Admissions Manager	Mrs Claudia Toletti
Global Web Marketing Manager	Ms Kate Buchanan

4. Support Services

Student Administration Officer
Student Services Officer
Career Development Officer
Student Counselor
Librarian
IT Manager
Nurses

Student Accounts

Academic Secretaries

Receptionists

Academic Services Officer
Academic Services Assistants

Sports Coordinator

5. Alumni Association

Alumni coordinator

Ms Cheryl Lathion
Mrs Claire Jeannerat
Mr. Hans Ferch
Mrs Androula Aston
Ms Jacqueline Clivaz
Mr. Mark Aston
Mrs Françoise Richtarch
Mrs Maeve O'Neill-Moos
Ms Sabrina Fournier
Ms Vanessa Maret
Ms Carine Monnet
Mrs Julie Passera
Mrs Isabelle Boisseau Sculati
Mrs Kathy Carron
Ms Christine Roux
Mr. Mauro Grassi

Ms Carolle Bruman
Ms Emilie Gillioz

Mr. Radu Eremia

Mrs Christina Imboden

D. FACULTY

The faculty at Les Roches teach in their own particular area of expertise. Most teachers are able to take advantage of extensive experience or academic background and teach in courses related to more than one field of study. Faculty members are full-time unless otherwise noted.

Full and Part-time Faculty

Andrioli Jiriti, Andrea

Part-time lecturer in Spanish since 2002. CHE; Licenciatura en Trabajo Social, University of Buenos Aires, Argentina, (1999).

Argent, Eloise

Lecturer in English since 2002. BA (hons) in Applied Languages (French and Spanish), Bournemouth University, UK, (1998).

Ays, Franz

Lecturer in Cultural Arts since 2007. CHE Tafe College, Australia, 1996. Certificat der Industrie und Handelskammer, Germany, (1971).

Bérard, Gisèle

Proportional Lecturer in French, since 1982. Licence d'enseignement d'anglais, Université de Nice, France, (1978).

Berclaz, Gabriela

Proportional Lecturer in German since 1997. CHE; Swiss Business, Commerce and Language Diplomas, Switzerland, (1970).

Beyer, Nicolas

Lecturer in Pastry Culinary Arts since 1990. CHE; Confiseur-Pâtissier-Glacier diplômé, Switzerland, (1998).

Bezzi, Patrick

Lecturer in Culinary Arts since 1995. CHE; Chef de Cuisine diplôme fédéral, Switzerland, (2004).

Bosoni, Emilio

Part-time lecturer in Italian since 2001. Maturità Classica, Lycée Classique, Milan, Italy, (1964).

Buisine, Martin

Lecturer in Pastry Culinary Arts since 2009. Formation Complémentaire en Chocolaterie et Glace, LEP Michel Servet, France (1989). CAP Pâtissier-Chocolatier-Glacier-Confiseur, LEP Notre Dame de la Providence, France (1987)

Carlsson Blatti, Kirstin

Lecturer in Effective Writing since 2007. BA in Linguistics, University of Colorado, Boulder, USA (1990). Registered for MEd with the Open University, UK.

Christen, Bruno

Lecturer in Culinary Arts since 2003. CHE; Certificat fédéral de capacité, Switzerland, (2003).

Crettol, Bertrand

Lecturer in French since 1993. CHE; Licence en Lettres (Master in French Literature), Université de Fribourg, Switzerland, (1992).

Diamantis, Dimitrios

Lecturer in Tourism since 1999. PhD in Ecotourism and Consumer Behavior, Bournemouth University, UK, (1998).

Dunn, Sarah

Part-time lecturer in French since 2007. BA in French Studies, University of Reading, UK, (1995).

Ebiner, Evelyne

Part-time lecturer in Spanish since 2008, Bachelor in Spanish, University of Paranavai, Brazil (2002), Post Graduate in Spanish, SOET University, Maringa, Brazil (2003).

Eeckels, Bruno

Lecturer in Finance and Quantitative Analysis since 2007. MBA, University of Louisville, Kentucky, USA (1999). Enrolled for PhD with Bournemouth University, UK.

Evéquo, Jean-Michel

Lecturer in Culinary Arts since 1995. CHE; Chef de Cuisine diplôme fédéral, Switzerland, (2004).

Favre, Marlyse

Lecturer in Service Operations since 1995. CHE; Diplôme de Gestion en Intendance (2005), Diplôme de l'Ecole Hôtelière de Genève, (1987).

Fuchs, Diana

Proportional lecturer in German since 2002. CHE; Vordiplom der Universität München für Diplom-Kaufleute und Diplom-Volkswirte, Germany, (1987).

Gamberoni, Alexandre

Lecturer in Service since 2004. Technicien supérieur en restauration, Lausanne Hotel School, Switzerland, (1989). Registered for MBA with Liverpool University.

Gardini, Denise

Proportional lecturer in Rooms Division since 1998. CHE; MED, Open University, UK, (2006), BA (hons) in French, Manchester University, UK, (1979). Registered for MEd with the Open University, UK.

Germanier, Rachel

Proportional lecturer in English since 2005. MED Applied Linguistics (Open), Open University, UK, (2007), BSc (hons) in Land Management, University of Reading, UK, (1991). Registered for MEd with the Open University, UK.

Grimont, Wendy

Lecturer in English since 1993. CHE; MSc in Hospitality Management, Leeds Metropolitan University, UK, (2001).

Gueuning, Frank

Lecturer in Financial Accounting from July 2008, CHE, Diplôme Ecole Hôtelière de Lausanne 1985. Registered for MA in International Hospitality Management.

Heuberger, Irene

Part-time lecturer in English since 2006. BA University of International Tourism and Leisure Studies, Netherlands, (1981).

Huet, Samuel

Lecturer in Culinary Arts since 2009. Baccalauréat Professionnel de Restauration, Académie de Nantes, France (1992).

Imboden, Alain

Lecturer in Effective Writing since 2006. PhD in Sociology, Uppsala University, Sweden, (2005).

Jones, James

Lecturer in Science and related subjects since 2007. CHE; PhD in Nuclear Magnetic Resonance of Silicon Containing Compounds, University of East Anglia, UK, (1979).

Julien, Christelle

Lecturer in Restaurant Operations since 2008. Baccalauréat Professionnel de Service, France 1991. Formateur d'Adultes, FSEA, Switzerland, 2008.

La Sala, Nicola

Lecturer in Restaurant Operations since 1990. CHE; Maitrise Fédéral de Maître d'Hôtel, Switzerland, (1985).

Laurent, Michel

Part-time lecturer in Food Science and Nutrition since 2009. PHD en Microbiologie, Université de Lausanne, Switzerland, (2005).

Leaney, Michael

Lecturer in Modeling for Management, Facilities Management and Environmental Studies since 2004. B.Eng (hons) in Combined Engineering, Coventry University, UK, (1992).

Lewis, Robert

Lecturer in Human Resources since 2007. MBA Human Resources, Boston University, Brussels, Belgium, (2000). Enrolled on DBA with Kingston University, London, UK.

Lochhead, Alison

Lecturer in English and Communication since 2000. MA in English Language and Literature, Aberdeen University, UK, (1976); PGCE, University of North Wales, Bangor, UK, (1982).

Luttringer, Daniel

Lecturer in Culinary Arts since 2008. Certificate of Capacity Kitchen, (1973).

McGlade, Bernadette

Lecturer in Rooms Division Management since 2007. City and Guilds 709, Hotel Reception and Bookkeeping (1979).

McMath, Steven

Lecturer in Finance since 2008. LLB and Dip.L.P., Glasgow University, Scotland, (1996). Diploma in Accounting, Ayr College (1989).

Macarrao, Paulo

Lecturer in Service since 2009.

Mareovich, Walter

Lecturer in Rooms Division Management, HR and Customer Behavior since 2008. Master in Hospitality Management, Almeida University, New Jersey (2003), CHE (1996)

Marshall, Thomas

Lecturer in Marketing since 2008. DBA in Marketing and Management, Pace University, USA, (2006).

Martin, Paul

Lecturer in Culinary Arts since 2006.

Meehan, Jonathan

Lecturer in Communication from 2008. BA (Hons) French Studies, University of Manchester, UK (1999), Licence-ès-Lettres Modernes, Université de Bourgogne, Dijon, France (1998), completing Cambridge DELTA (Diploma in English Language Teaching to Adults), British Council, Milan, Italy.

Milon, Patrice

Lecturer in Restaurant Operations since 2002. CHE; Chef en restauration avec brevet fédéral, Switzerland, (2004).

Mitsidis, Charalampos

Lecturer in Human resources since 2009. MSc in Risk, Crisis and Disaster Management, University of Leicester, UK (2008). MBA, Rotterdam School of Management, Erasmus University, Netherlands (1997). MSc in Sociology with specialization in Demography, University of Oxford, St. Antony's College (1994).

Mottier, Ewa

Lecturer in Advanced Computer Applications and Economics since 2007. MSc Engineer in Telecommunication, Technical University of Gdansk, Poland (1985). Registered for PhD with University of Lausanne, Switzerland.

Müller, Benedicta

Proportional lecturer in Rooms Division since 2002. CHE; Fähigkeitsausweis als Servicefachangestellte, Switzerland, (1982).

Munod, Gilles

Lecturer in Culinary Arts since 2008. Certificat Fédéral de Capacité, Switzerland, (1987). Experience in professional kitchens in Switzerland and West Africa.

Ninan, Mariam

Lecturer in English, Sociology and International Politics since July 2000. Diplôme en études de développement, IUED, Switzerland, (1987).

Olsson-Duc, Ann

Part-time lecturer in French since 2007. MA in Language Education, University of Gothenburg, Sweden, (1987).

Pardo, Phillip

Lecturer in Finance and Accounting since 2008. MBA in Finance, American University, Washington D.C., USA, (1984)

Puhr, Ruth

Lecturer in Theatre Studies and Drama since 2006. MA in Music, Durham University, UK (1993); MSc in Information Technology, Durham University, UK, (1995).

Pulfrey, Caroline

Lecturer in English and Psychology since 2007. Research Masters Degree in Social Psychology, Université de Lausanne, Switzerland, (2003). Enrolled on PhD in Social Psychology, Université de Lausanne, Switzerland.

Rachny, Edward

Lecturer in Restaurant Operations since July 2007. Certificate in Food and Beverage Management, Cornell University, Ithaca New York, USA, (1998). Registered for MBA with Liverpool University, (UK).

Rachny, Xiao-Ping

Proportional lecturer in Housekeeping since 2007. Registered for MBA with Liverpool University, (UK).

Remy, Detlev

Lecturer in Marketing since 2007. MComm, University College Cork, Ireland, (2007).

Rosen, Arnaud

Proportional lecturer in Hospitality Finance since 2004. MBA in Marketing Management, University of St Thomas Houston, Texas, USA, (1984).

Rosselli, Fernando

Lecturer in Culinary Arts since 2003. CHE; Certificat Fédéral de Capacité, Switzerland, (1983).

Schirinzi, Anne

Proportional lecturer in Marketing since 1987. CHE; MSc in Hospitality Management, Leeds Metropolitan University, UK, (2001).

Sinigallia, Maurizio

Lecturer in Restaurant Operations since 1996. CHE; Chef en Restauration avec brevet fédéral, Switzerland, (1999).

Stead, Susan

Lecturer in Intensive English since 2005. BTEC diploma in Tourism and Leisure Studies, Harrogate College of Arts and Technology, UK, (1990). Registered on MEd with the Open University, UK.

Stegmüller, Friedrich

Lecturer in Culinary Arts since 1990. CHE; Eidgenössisch Diplomierter Küchenchef, (1992), Diplomierter Betriebsleiter des Gemeinschaftsgastronomie, Switzerland, (1997).

Steiner, Didier

Lecturer in Culinary Arts since 2008. Certificat Fédéral de Capacité, Switzerland.

Stöckli, Dominique

Lecturer in Pastry Culinary Arts since 1987. CHE; Maîtrise fédérale de boulanger-pâtissier (2001), maîtrise fédérale de pâtissier-confiseur-chocolatier-glacier, Switzerland, (1992).

Tajeddini, Kayhan

Lecturer in Quantitative Techniques since 2008. PhD in Marketing and Strategy, Bradford University, School of Management, UK, (2007). MBA in Management, Mazandaran university of Science and Technology, Iran, (1999).

Taylor, Stephanie

Proportional lecturer in English since 2002. BA in English and French, University of Manchester, UK, (1987), PGCE, University of Leeds, UK, (1989). Registered for MEd with the Open University, UK.

Tomblin, Alison

Lecturer in English since 2008. MA in applied Linguistics and ELT, Nottingham University, UK, (2008).

Varga, Peter

Lecturer in Cultural Diversity since 2008. Doctorate in Social Sciences with an emphasis in the Anthropology of Tourism University of Guadalajara, Mexico, (2004).

Varini, Emilio

Lecturer in Marketing since 1994. CHE; MBA from Revans University, Boulder, USA, (2004).

Varini, Marinez

Proportional lecturer in Introduction to Hospitality since 2008. PGD in International Hospitality Management, Les Roches, Switzerland.

De Viti, Stefano

Lecturer in Culinary Arts since 2002. CHE; Swiss Federal Kitchen Chef Certificate (Brevet), Switzerland, (2000).

Vouardoux, Leon

Lecturer in Wine and Restaurant Operations, since 1989. CHE; Diplôme de l'Ecole Hôtelière de Lausanne, Switzerland, (1966).

Wehrli, Anna Barbla

Lecturer in Food and Beverage Operations since 1993. CHE; MSc in Hospitality Management, Leeds Metropolitan University, UK, (2001).

2. Visiting Lecturers on MBA Program

Les Roches' programs are regularly enhanced by visiting lecturers. The following are currently involved with the Masters Degree Program:

Dr Jennifer Bowerman

D. Management, IMCA and Southern Cross University in 2001 in Leadership and Management Development through Action Learning, MA, University of Saskatchewan in 1971 in Sociology; BSc, Middlesex University in 1968, in Sociology. Her professional experience was gained in Human Resources for major Canadian companies.

Philippe Krenzer

MSc, HEC Paris and Oxford University, UK.

He has 20 years' experience in the luxury hotel industry working for Four Seasons, Omni, Oberoi, Ritz London, Claridge's, The Savoy and the Crillon in Paris as Directeur Général.

Dr David Wood

DBA in 2002, Revans University, Boulder, USA; MBA in Telecommunication in 1994 from Anglia Polytechnic University, UK.

He has worked as Managing Director in hotels, restaurants and pubs with companies such as Grand Metropolitan, Forte, Wheelers and Beefeater. He currently has his own consultancy company called thehospitality.biz. He was Chief Executive Officer of the HCIMA.