



ACADEMIC CATALOG

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GLION
INSTITUTE OF HIGHER EDUCATION



GLION

INSTITUTE OF HIGHER EDUCATION
S W I T Z E R L A N D

ACADEMIC CATALOG

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1. INTRODUCTION

'Glion', to use our Institution's familiar name, is a multi-campus higher education institution that offers a broad range of studies. Our focus is in Hospitality Management, Tourism, Marketing, Human Resources, Finance, Event, Sport and Entertainment studies.

Typically students choose GIHE because of its reputation that has been maintained by continuously offering stimulating effective learning environments to our international student body. Opened over fifty years ago, Glion has developed and changed but carries on paying attention to the professional and personal development of students.

This catalog depicts our Institution and its services in the most transparent way possible, thus it is designed to help prospective students and sponsors clearly understand what we do and how we achieve our goals. It also helps to understand the "*Glion Spirit*" which gives our institution its uniqueness.

The first part of this document outlines our current programs and some important aspects of the culture that prevails in Glion. The Student Charter is one of the most important aspects that differentiates us and helps create the 'Glion Spirit' which, over 9000 alumni will tell you they have benefited from and enjoyed.

The second part of the catalog presents more detailed descriptions of the courses in each program, extra curricular activities and sports. This section also presents each current member of faculty and administrators of the institution.

This is a dynamic document that evolves as Glion adapts and searches to reach excellence in all domains. Furthermore each student brings his and her individuality and personality; we look forward to these contributions and welcome new ideas from our students who eventually help shape the institution in a positive way.

I hope you will choose Glion as your future Institution and can assure you that all our staff is committed to helping each student realize his/her dreams by helping him/her develop and learn.

A handwritten signature in black ink, consisting of a large, stylized 'A' followed by a series of loops and a horizontal line.

Arie Van der Spek
Interim Directeur Général
Glion Institute of Higher Education

2. NEASC ACCREDITATION

Glion Institute of Higher Education is accredited by the New England Associations 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.

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

Commission on Institutions of Higher Education
New England Association of Schools and Colleges
209 Barlington Road
Bedford, MA 01730-1433
(781) 271 0022
E-mail: cihe@neasc.org

3. MISSION STATEMENTS

A. GLION INSTITUTE OF HIGHER EDUCATION MISSION

GIHE mission

Vision:

Through its challenging academic programs, structured living environment, craft-based learning, and the “Glion Spirit”, the Glion Institute of Higher Education develops innovative leaders for a broad array of service industries.

Mission:

Glion Institute of Higher Education offers management-focused programs for the hospitality and other service industries. With an emphasis on both didactic and craft-based learning, GIHE is European in its outlook, Swiss in its work ethos, American in its educational approach and multi-national in its student body.

All programs emphasize the development of generic thinking skills, the understanding of contemporary management theory, and the integration of theory and practice. The “Glion Spirit” and GIHE’s academic programs prepare for rapid progress to international managerial positions.

The values that guide GIHE as we work toward our vision are:

- To provide educational breadth coupled with optional specializations
- To work as reflective practitioners
- To develop leadership, enterprise and entrepreneurial skills
- To respect differences of culture
- To act with integrity
- To practice and teach the Swiss work ethos
- To foster an international perspective
- To mentor our students
- To guide students to increasing responsibility
- To provide students with an American style Student Services
- To operate a sustainable business model and reflect this in our curriculum

B. GLION HOTEL SCHOOL MISSION

Serving the overall mission of the Institution, Glion Hotel School offers programs in the field of Hospitality designed to seek to develop professional competencies. To achieve this, the School provides students with traditional didactic and craft-based learning environments. Furthermore special attention is given to encouraging students to apply the “Swiss work ethos” through a structured living environment and the “Glion Spirit”. Programs of study develop an understanding of a broad range of hospitality and business related subjects. Towards the end of their degree students may choose to focus on one area of study in greater depth by choosing a specialization for their degree. Students develop generic thinking skills and where possible theory and practice are integrated to enhance learning. Students who graduate typically start their careers at a supervisory or assistant management level rapidly moving on towards management positions. They have a choice working in a range of hospitality work environments, such as hotels, catering companies, conference & leisure centers, restaurants, cruise liners, tourism offices and specialized financial firms.

C. GLION GRADUATE SCHOOL MISSION

Spearheading the institutional mission, the Graduate School provides an exciting and innovative synergy between academic rigor and global service practice. The Masters’ programs whether campus based or on-line aim to develop reflective individuals, empowered to meet the challenges of ambitious and wide-ranging career aspirations. Our internationally experienced faculty provides a rich spectrum of courses tailored to the needs of leaders or future leaders in the rapidly evolving global, technological, business and education environment. We achieve this by reinforcing both subject competence and transferable skills, enabling our participants to make flexible, thoughtful contributions to their chosen field. Our student-centered approach to teaching and learning is inspired by the Swiss work ethos; striving for perfection and diligence, as well as service-mindedness and customer focus. We encourage participants to explore topics in depth, developing their intellectual skills and a habit of life-long learning. We serve those who have an undergraduate degree, may be in mid-career, or seeking an important career change. They will leave us to continue as leaders or educators within the world of services.

D. GLION LEISURE MANAGEMENT SCHOOL MISSION

Serving the overall mission of the Institution, Glion Leisure Management School offers event, sport and entertainment programs. The programs are intended to develop managerial competencies and the individual, whilst developing a broad understanding of the industries served, including their business, social and economic contexts. To achieve this, the School provides students with traditional didactic and craft-based learning environments. Furthermore special attention is given to encouraging students to apply the “Swiss work ethos” through a structured living and study environment and the “Glion Spirit”. Towards the end of their degree students choose to focus on one area of study in greater depth by choosing a specialization for their degree. The degree program anticipates graduates will aspire to higher management positions in the international event, sport and entertainment industries.

E. GENERAL EDUCATION MISSION

The mission of the GIHE General Education Program serves to broaden students' understanding of the arts, sciences, social sciences, and to support the development of individual common skills that enable them to perform effectively not only in their future careers, but also as confident members of society.

This mission can be further expressed in these goals:

- To provide the specific characteristics embodied in a liberal education, including arts, sciences, mathematics, social sciences, and individual development.
- To provide a learning platform for the development of cultural awareness and understanding, in critical and evaluation skills, in reasoning and rational thought, as well as the roles and responsibilities of being a constructive citizen of the global community.
- To promote lifelong learning practices in order that graduates may be empowered regularly to update their knowledge, values and appreciations demanded by their social environments.

F. LAUREATE HOSPITALITY EDUCATION MISSION

GIHE is part of Laureate Hospitality Education. Its mission states:

Vision

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.

Mission Statement

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, leadership, and critical thinking
- Assure that graduates meet the intended educational outcomes
- Create a learning and working environment that is transparent, that operates with integrity and is respectful to all members of the community.

4. HISTORY

Glion is an institution of higher education, which delivers studies in the field of Hospitality Management & Tourism as well as in Event, Sport and Entertainment Management, in English and French.

Two pioneers of the Swiss tourism industry, Walter Hunziker and Frédéric Tissot, materialized their vision and opened “Glion” in the early 60’s. They chose the exceptional location of the “Grand Hôtel Bellevue”, which was one of the most exclusive hotels of the area. The breathtaking views on the Lake Léman, the Riviera and the Alps gave the school a unique cachet. More importantly, the location was particularly well suited for a Hospitality Management School. Thus Glion (previously called “Centre International de Glion”) opened in 1962 under the guiding influences of Raymond Jaussi, who is also the founder of the Montreux Jazz Festival.

The institution grew substantially over the years while always maintaining a family atmosphere and intimate learning environment for students to mature and develop. In the mid 80’s, demand was exceeding capacity and it became necessary to enlarge the Institution. The unique location of the Glion campus prevented further expansion, and new premises were required. The town of Bulle was chosen as the site for building a new campus. It is situated in the beautiful region of Gruyère, some 30 minutes drive from Glion. Construction was completed in 1989, giving students a modern purpose-built campus, with high-tech facilities close to the town center.

In 1995, Mr. Jan Huygen was named Chairman and CEO. He initiated a number of important developments which helped Glion confirm its position as one of the Leading Hotel Management Schools in the world. Between consolidating the relationships with the industry and giving Glion the means both in terms of human resources and financial security, Mr. Jan Huygen also put in place a completely new Bachelor Degree program of study, which immediately proved successful. Under his guidance, the Institution grew considerably. In 1998, a strategic alliance was tied with HOSTA Hotel and Tourism School in Leysin. It soon became apparent that both Glion and HOSTA could gain from merging. This decision was taken in 1999, with due consideration for the completion of the current programs of study.

New programs were introduced and Glion was the first to offer optional tracks leading to specializations in Hospitality Management, Tourism, Finance and Human Resources. Glion, in collaboration with Endicott College (MA), was also the first institution in Switzerland to offer a Master in Education and Training in the field of Hospitality. In 2001, the Institution successfully received Accreditation by the prestigious US regional accreditation body, the New England Association of Schools and Colleges (NEASC).

The introduction of new programs brought about new needs. New faculty, improved facilities and a new residence buildings assured students received the high level learning environment expected in Glion. Today, GIHE is made up of two campuses (Glion and Bulle), and accepting 2,000 enrolled students per year. However, having two campuses allows us to offer individual attention to students.

In 2002, GIHE is part of Laureate International Universities a division of Laureate Education, Inc. Laureate operates universities worldwide in Brazil, Chile, China, Costa Rica, Cyprus, Ecuador, France, Germany, Honduras, Malaysia, Mexico, Panama, Peru, Portugal, Switzerland, Spain and Turkey. More than 6,000 students worldwide receive Hospitality Education in these schools which in total serve more than 600,000 students each year on degree and other higher education programs. In Switzerland, Laureate Hospitality Education coordinates the provision of the sister schools Glion Institute of Higher Education, Les Roches International School of Hotel Management and Les Roches-Gruyère University of Applied Sciences.

In 2013 GIHE plan to open a Branch Campus in London where initially the Hospitality Degree will be offered. NEASC approved this initiative in 2012.

5. ACADEMIC CALENDAR

*Subject to variation depending on examination dates

** Depends on class group allocation

A. 2013 – SPRING SEMESTER

*Subject to variation depending on examination dates

- **HOSPITALITY ASSOCIATE DEGREE (SEMESTER 1 TO 4)**
- **HOSPITALITY BACHELOR DEGREE (SEMESTER 1 TO 7)**
- **HOSPITALITY DIPLOMA (STUDENTS WILL FOLLOW SEMESTER 1 AND 3 AND THEN WILL GO ON INTERNSHIP)**

Semester	Arrival	Semester starts	Semester ends
1	02.02.13	04.02.13	07.06.13*
2	Internship in the industry (6 months)		
3	19.01.13	21.01.13	07.06.13*
4	02.02.13	04.02.13	31.05.13*
5	Internship in the industry (6 months)		
6	19.01.13	21.01.13	31.05.13*
7	19.01.13	21.01.13	01.06.12

- **EVENT, SPORT AND ENTERTAINMENT ASSOCIATE DEGREE (SEMESTER 1 TO 4)**
- **EVENT, SPORT AND ENTERTAINMENT BACHELOR DEGREE (SEMESTER 1 TO 7)**

Semester	Arrival	Semester starts	Semester ends
1	02.02.13	04.02.13	07.06.13*
2	19.01.13	21.01.13	07.06.13*
3	Internship in the industry – minimum 3 months		
4	02.02.13	04.02.13	31.05.13*
5	Internship in the industry – minimum 3 months		
6	19.01.13	21.01.13	07.06.13*
7	19.01.13	21.01.13	07.06.13*

- **HOSPITALITY POST GRADUATE PROGRAMS¹**

Semester	Arrival	Semester starts	Semester ends
1, 2 & 4	19.01.13	21.01.13	07.06.13*
3	Internship in the industry (6 months)		

- **EVENT, SPORT AND ENTERTAINMENT (ESE) POST GRADUATE PROGRAMS¹**

Semester	Arrival	Semester starts	Semester ends
1, 2 & 4	19.01.13	21.01.13	07.06.13*
3	internship in the industry - 3 months minimum for the ESE Program		

¹ For semester 3, starting dates differ depending on which campus the student is.

- **BACHELOR OF SCIENCE – LRG UNIVERSITY OF APPLIED SCIENCES**

Semester	Arrival	Semester starts	Semester ends
Preparatory semester	02.02.13 Glion Campus 19.01.13 Bluche Campus	04.02.13 Glion Campus 21.01.13 Bluche Campus	07.06.13*
Internship	Internship in the industry (6 months)		
1, 2, 4,5,6	19.01.13	21.01.13	07.06.13*

- **MID SEMESTER BREAK FOR ALL PROGRAMS**

Mid Semester Break	29.03.13 to 08.04.13
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B. 2013 – SPRING MASTER'S PROGRAMS

- **MASTER OF BUSINESS ADMINISTRATION & MASTER OF SCIENCE**

Semester	Arrival	Semester starts	Semester ends
MBA & MSc	16.01.13	17.01.13	07.06.13*
MBA Only	24.07.13	25.07.13	06.12.13*

C. 2013 – FALL SEMESTER

*Subject to variation depending on examination dates

Our London Branch campus follows the same calendar

- **HOSPITALITY ASSOCIATE DEGREE (SEMESTER 1 TO 4)**
- **HOSPITALITY BACHELOR DEGREE (SEMESTER 1 TO 7)**
- **HOSPITALITY DIPLOMA (STUDENTS WILL FOLLOW SEMESTER 1 AND 3 AND THEN WILL GO ON INTERNSHIP)**

Semester	Arrival	Semester starts	Semester ends
1	10.08.13	12.08.13	13.12.13
2	Internship in the industry (6 months)		
3	27.07.13	29.07.13	13.12.13
4	10.08.13	12.08.13	06.12.13*
5	Internship in the industry (6 months)		
6	27.07.13	29.07.13	06.12.13*
7	27.07.13	29.07.13	13.12.13

- **EVENT, SPORT AND ENTERTAINMENT ASSOCIATE DEGREE (SEMESTER 1 TO 4)**
- **EVENT, SPORT AND ENTERTAINMENT BACHELOR DEGREE (SEMESTER 1 TO 7)**

Semester	Arrival	Semester starts	Semester ends
1	10.08.13	12.08.13	13.12.13*
2	27.07.13	29.07.13	13.12.13*
3	Internship in the industry – minimum 3 months		
4	10.08.13	12.08.13	06.12.13*
5	Internship in the industry – minimum 3 months		
6	27.07.13	29.07.13	06.12.13*
7	27.07.13	29.07.13	13.12.13*

- **HOSPITALITY POST GRADUATE PROGRAMS¹**

Semester	Arrival	Semester starts	Semester ends
1, 2 & 4	27.07.13	29.07.13	13.12.13*
3	Internship in the industry (6 months)		

- **EVENT, SPORT AND ENTERTAINMENT (ESE) POST GRADUATE PROGRAMS¹**

Semester	Arrival	Semester starts	Semester ends
1, 2 & 4	27.07.13	29.07.13	13.12.13*
3	internship in the industry - 3 months minimum for the ESE Program		

¹ For semester 3 starting dates differ depending on which campus the student is.

• **BACHELOR OF SCIENCE – LRG UNIVERSITY OF APPLIED SCIENCES**

Semester	Arrival	Semester starts	Semester ends
Preparatory semester	10.08.13 Glion Campus 27.07.13 Bluche Campus	12.08.13 Glion Campus 29.07.13 Bluche Campus	13.12.13*
Internship	Internship in the industry (6 months)		
1, 2, 4,5	27.07.13	29.07.13	06.12.13*
6	27.07.13	29.07.13	13.12.13*

• **MID SEMESTER BREAK FOR ALL PROGRAMS**

Mid Semester Break	07.10.13 to 14.10.13
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D. 2013 – FALL MASTER'S PROGRAMS

• **MASTER OF BUSINESS ADMINISTRATION & MASTER OF SCIENCE**

Semester	Arrival	Semester starts	Semester ends
MBA	24.07.13	25.07.13	13.12.13*
MBA & MSc	14.01.14	15.01.14	05.06.14*

E. 2014 – SPRING SEMESTER

*Subject to variation depending on examination dates
Our London Branch campus follows the same calendar

- **HOSPITALITY ASSOCIATE DEGREE (SEMESTER 1 TO 4)**
- **HOSPITALITY BACHELOR DEGREE (SEMESTER 1 TO 7)**
- **HOSPITALITY DIPLOMA (STUDENTS WILL FOLLOW SEMESTER 1 AND 3 AND THEN WILL GO ON INTERNSHIP)**

Semester	Arrival	Semester starts	Semester ends
1	01.02.14	04.02.14	06.06.14*
2	Internship in the industry (6 months)		
3	18.01.14	20.01.14	06.06.14*
4	01.02.14	03.02.14	31.05.14*
5	Internship in the industry (6 months)		
6	18.01.14	20.01.14	31.05.14*
7	18.01.14	20.01.14	06.06.14

- **EVENT, SPORT AND ENTERTAINMENT ASSOCIATE DEGREE (SEMESTER 1 TO 4)**
- **EVENT, SPORT AND ENTERTAINMENT BACHELOR DEGREE (SEMESTER 1 TO 7)**

Semester	Arrival	Semester starts	Semester ends
1	01.02.14	03.02.14	06.06.14*
2	18.01.14	20.01.14	06.06.14*
3	Internship in the industry – minimum 3 months		
4	01.02.14	03.02.14	31.05.14*
5	Internship in the industry – minimum 3 months		
6	18.01.14	20.01.14	06.06.14*
7	18.01.14	20.01.14	06.06.14*

• **HOSPITALITY POST GRADUATE PROGRAMS¹**

Semester	Arrival	Semester starts	Semester ends
1, 2 & 4	18.01.14	20.01.14	06.06.14*
3	Internship in the industry (6 months)		

• **EVENT, SPORT AND ENTERTAINMENT (ESE) POST GRADUATE PROGRAMS¹**

Semester	Arrival	Semester starts	Semester ends
1, 2 & 4	18.01.14	20.01.14	06.06.14*
3	internship in the industry - 3 months minimum for the ESE Program		

¹ For semester 3, starting dates differ depending on which campus the student is.

• **BACHELOR OF SCIENCE – LRG UNIVERSITY OF APPLIED SCIENCES**

Semester	Arrival	Semester starts	Semester ends
Preparatory semester	18.01.14	20.01.14	06.06.14*
Internship	Internship in the industry (6 months)		
1, 2, 4,5,6	18.01.14	20.01.14	06.06.14*

• **MID SEMESTER BREAK FOR ALL PROGRAMS**

Mid Semester Break	31.03.14 to 07.04.14 (Plus Easter break on 18.04.14 and 21.04.14)
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F. 2014 – SPRING MASTER'S PROGRAMS

• **MASTER OF BUSINESS ADMINISTRATION & MASTER OF SCIENCE**

Semester	Arrival	Semester starts	Semester ends
MBA & MSc	15.01.14	16.01.14	06.06.14*
MBA Only	23.07.14	24.07.14	12.12.14*

G. 2014 – FALL SEMESTER

*Subject to variation depending on examination dates

Our London Branch campus follows the same calendar

- **HOSPITALITY ASSOCIATE DEGREE (SEMESTER 1 TO 4)**
- **HOSPITALITY BACHELOR DEGREE (SEMESTER 1 TO 7)**
- **HOSPITALITY DIPLOMA (STUDENTS WILL FOLLOW SEMESTER 1 AND 3 AND THEN WILL GO ON INTERNSHIP)**

Semester	Arrival	Semester starts	Semester ends
1	09.08.14	11.08.14	12.12.14
2	Internship in the industry (6 months)		
3	26.07.14	28.07.14	12.12.14
4	09.08.14	11.08.14	05.12.14*
5	Internship in the industry (6 months)		
6	26.07.14	28.07.14	05.12.14*
7	26.07.14	28.07.14	12.12.14

- **EVENT, SPORT AND ENTERTAINMENT ASSOCIATE DEGREE (SEMESTER 1 TO 4)**
- **EVENT, SPORT AND ENTERTAINMENT BACHELOR DEGREE (SEMESTER 1 TO 7)**

Semester	Arrival	Semester starts	Semester ends
1	09.08.14	11.08.14	12.12.14*
2	26.07.14	28.07.14	12.12.14*
3	Internship in the industry – minimum 3 months		

4	09.08.14	11.08.14	05.12.14*
5	Internship in the industry – minimum 3 months		
6	26.07.14	28.07.14	05.12.14*
7	28.07.14	28.07.14	12.12.14*

• **HOSPITALITY POST GRADUATE PROGRAMS¹**

Semester	Arrival	Semester starts	Semester ends
1, 2 & 4	26.07.14	28.07.14	12.12.14*
3	Internship in the industry (6 months)		

• **EVENT, SPORT AND ENTERTAINMENT (ESE) POST GRADUATE PROGRAMS¹**

Semester	Arrival	Semester starts	Semester ends
1, 2 & 4	26.07.14	28.07.14	12.12.14*
3	internship in the industry - 3 months minimum for the ESE Program		

¹ For semester 3 starting dates differ depending on which campus the student is.

• **BACHELOR OF SCIENCE – LRG UNIVERSITY OF APPLIED SCIENCES**

Semester	Arrival	Semester starts	Semester ends
BSc 1, 2, 4,5	26.07.14	28.07.14	05.12.14*

• **PHD – LRG UNIVERSITY OF APPLIED SCIENCES - IN CONJUNCTION WITH UNIVERSITY OF WALES, TRINITY ST DAVID**

Semester	Arrival	Semester Starts	Semester ends
1	09.10.14	11.08.14	05.12.14

• **MID SEMESTER BREAK FOR ALL PROGRAMS**

Mid Semester Break	06.10.13 to 13.10.13
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H. 2014 – FALL MASTER'S PROGRAMS

• **MASTER OF BUSINESS ADMINISTRATION & MASTER OF SCIENCE**

Semester	Arrival	Semester starts	Semester ends
MBA	23.07.14	24.07.14	12.12.14*
MBA & MSc	14.01.15	15.01.15	05.06.15*

I. 2015 – SPRING SEMESTER

*Subject to variation depending on examination dates

Our London Branch campus follows the same calendar

- **HOSPITALITY ASSOCIATE DEGREE (SEMESTER 1 TO 4)**
- **HOSPITALITY BACHELOR DEGREE (SEMESTER 1 TO 7)**
- **HOSPITALITY DIPLOMA (STUDENTS WILL FOLLOW SEMESTER 1 AND 3 AND THEN WILL GO ON INTERNSHIP)**

Semester	Arrival	Semester starts	Semester ends
1	31.01.15	02.02.15	05.06.15*
2	Internship in the industry (6 months)		
3	17.01.15	19.01.15	05.06.15*
4	31.01.15	02.02.15	29.05.15*
5	Internship in the industry (6 months)		
6	17.01.15	19.01.15	29.05.15*
7	17.01.15	19.01.15	05.06.15

- **EVENT, SPORT AND ENTERTAINMENT ASSOCIATE DEGREE (SEMESTER 1 TO 4)**
- **EVENT, SPORT AND ENTERTAINMENT BACHELOR DEGREE (SEMESTER 1 TO 7)**

Semester	Arrival	Semester starts	Semester ends
1	31.01.15	02.02.15	05.06.15*
2	17.01.15	19.01.15	05.06.15*
3	Internship in the industry – minimum 3 months		
4	31.01.15	02.02.15	29.05.15*
5	Internship in the industry – minimum 3 months		
6	17.01.15	19.01.15	05.06.15*
7	17.01.14	19.01.15	05.06.15*

- **HOSPITALITY POST GRADUATE PROGRAMS¹**

Semester	Arrival	Semester starts	Semester ends
1, 2 & 4	17.01.15	19.01.15	05.06.15*
3	Internship in the industry (6 months)		

- **EVENT, SPORT AND ENTERTAINMENT (ESE) POST GRADUATE PROGRAMS¹**

Semester	Arrival	Semester starts	Semester ends
1, 2 & 4	17.01.15	19.01.15	05.06.15*
3	internship in the industry - 3 months minimum for the ESE Program		

¹ For semester 3, starting dates differ depending on which campus the student is.

- **BACHELOR OF SCIENCE – LRG UNIVERSITY OF APPLIED SCIENCES**

Semester	Arrival	Semester starts	Semester ends
BSc 1, 2, 4,5,6	17.01.15	19.01.15	05.06.15*

- **MID SEMESTER BREAK FOR ALL PROGRAMS**

Mid Semester Break	30.03.15 to 06.04.15
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J. 2015 – SPRING MASTER'S PROGRAMS

- **MASTER OF BUSINESS ADMINISTRATION & MASTER OF SCIENCE**

Semester	Arrival	Semester starts	Semester ends
MBA & MSc	14.01.15	15.01.15	05.06.15*
MBA Only	22.07.15	23.07.15	12.12.15

ONLINE MBA AND POSTGRAD QUALIFICATIONS

- 31 January 2013
- 01 April 2013
- 10 June 2013
- 19 August 2013
- 20 January 2014
- 31 March 2014
- 09 June 2014

6. MANAGEMENT AND ACADEMIC LEADERSHIP

The institution's leadership structure is designed to guarantee a responsible management of the institution's resources, committed to achieving its mission and objectives. Glion Institute of Higher Education belongs to Laureate International Universities, which is one of the largest networks of private post-secondary institutions in the world.

The Directeur Général is assisted by a management team, which consists of a Director of Academic Affairs, Student Affairs Director, Registrar, Head Librarian, Academic Deans and Operations Managers.

The institution'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. Directors, Academic Deans, the Librarian, the Registrar, the Faculty and Students participate in this committee.

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

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

Another important executive arm of the Academic Committee is the Institution's Registrar who is responsible for admitting students into our programs and following their academic standing until graduation. The Awards Committee regularly assesses 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 later in this catalog.

Thus, the structure within Glion Institute of Higher Education is designed to achieve three major objectives:

- The first is to assure that all constituencies within the institution work towards realizing the institution'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 institution's mission.
- The third is to ensure adequate provision for monitoring and assessing the institution's performance in achieving its mission.

Equal Opportunity Policy for Students

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

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

The Institution will seek to ensure that:

- Its publications reflect the policy.
- Program admissions requirements are free from unnecessary barriers.
- Selection procedures are operated fairly
- Teaching and Learning materials produced in the college are free from stereotypes.
- Assessment procedures are fair for all candidates and allow impartial opportunities for students to demonstrate their potential.
- Services and access to them is assured.

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

7. ADMISSION REQUIREMENTS

When considering candidates for admission, the Registrar looks at the entire profile of the candidate, including academic records, work experience if any, test scores and recommendations. The institution maintains a rolling admissions policy. This means that the student's credentials are evaluated as soon as the application form, with all the pertinent information, is received. A decision is normally reached within three weeks of its receipt.

Students must normally study on a named Program for at least four courses per semester.

A. BACHELOR DEGREE / ASSOCIATE DEGREE

1. 18 years old and above.
2. A completed application form with all pertinent attachments and an application fee of CHF. 100.-
- 3.1 Study Plan: An essay of motivation describing why the candidate wishes to study in Glion. Average 250-1,000 words with signature and date.
- 3.2 Post Study Plan: An essay explaining what the candidate wishes to do after graduation. This essay should include a statement that the candidate will leave Switzerland upon graduation. Average 250-1,000 words with signature and date.
4. A copy of Baccalauréat, Maturité, Abitur, A-levels, accredited International High School Diploma, university degree or equivalent. The above must show all courses 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.
 - 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 a copy of one of the following:
 - 6.1 TOEFL: minimum score 500 or 173 for the computer scoring system or 61 for the internet based test. The TOEFL testing code number for Glion Institute of Higher Education is 7337.
 - 6.2 Cambridge First Certificate: Grade C
 - 6.3 I.E.L.T.S. minimum overall band of 5.0 in all componentsAll English Certificates must have been issued in the 12 months prior to admission
7. Medical Certificate and Physician's Report: The Physician's report must be completed by a licensed physician with the official stamp. Please also include an official report for any medical conditions that require special attention (learning disabilities, dietary restrictions etc).
8. Sponsorship Letter: A signed, dated letter from the person who will finance the studies guaranteeing his or her responsibility to cover the tuition fees and all other expenses.
9. Bank Guarantee: For applicants coming from outside the European Union please submit a letter or statement from sponsor's bank verifying sufficient funds to cover the fees and expenses.

Please note: Diploma or Associate Degree can be followed in French up to semester 3. Language requirements for non-native speakers: ALTE3; Alliance Francaise; Diplôme de Langues Françaises. French track candidates should have certificated English skills to register on Associate or Degree programs. 400 TOEFL minimum.

B. DIPLOMA PROGRAM

1. 17 years old and above.
2. A completed application form with all pertinent attachments and an application fee of CHF. 100.-
- 3.1 Study Plan: An essay of motivation describing why the candidate wishes to study in Glion. Average 250-1,000 words with signature and date.
- 3.2 Post Study Plan: An essay explaining what the candidate wishes to do after graduation. This essay should include a statement that the candidate will leave Switzerland upon graduation. Average 250-1,000 words with signature and date.
4. A copy of High School Diploma, or completed high school secondary education in a recognized institution or work experience. The above must show all courses 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.
 - 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 a copy of one of the following:
 - 6.1 TOEFL: minimum score 500 or 173 for the computer scoring system or 61 for the internet based test. The TOEFL testing code number for Glion Institute of Higher Education is 7337.
 - 6.2 Cambridge First Certificate: Grade C
 - 6.3 I.E.L.T.S. minimum overall band of 5.0 in all componentsAll English Certificates must have been issued in the 12 months prior to admission

7. Medical Certificate and Physician's Report: The Physician's report must be completed by a licensed physician with the official stamp. Please also include an official report for any medical conditions that require special attention (learning disabilities, dietary restrictions etc).
8. Sponsorship Letter: A signed, dated letter from the person who will finance the studies guaranteeing his or her responsibility to cover the tuition fees and all other expenses.
9. Bank Guarantee: For applicants coming from outside the European Union please submit a letter or statement from sponsor's bank verifying sufficient funds to cover the fees and expenses.
10. Students achieving the Diploma with 7.3 final Semester average may progress to the Degree program.

C. POST GRADUATE AND PROFESSIONAL DEVELOPMENT PROGRAMS

1. Normally 24 years old and above. For on-line 3-4 years management experience is required
2. A completed application form with all pertinent attachments and an application fee of CHF. 100.-
- 3.1 Study Plan: An essay of motivation describing why the candidate wishes to study in Glion. Average 250-1,000 words with signature and date.
- 3.2 Post Study Plan: An essay explaining what the candidate wishes to do after graduation. This essay should include a statement that the candidate will leave Switzerland upon graduation. Average 250-1,000 words with signature and date.
4. Must have a Degree or equivalent or three years of work experience (not necessarily hospitality or sports based). Non degree holders will receive a Diploma or a Higher Diploma in Professional Development.
5. 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 one of the following:
 - 5.1 TOEFL: minimum score 550 or 213 for the computer scoring system or 79-80 for the internet based test. The TOEFL testing code number for Glion Institute of Higher Education is 7337.
 - 5.2 Cambridge First Certificate: Grade A or Cambridge Advanced Certificate: Grade C.
 - 5.3 I.E.L.T.S. minimum overall band of 5.5 in all components
 All English Certificates must have been issued in the 12 months prior to admission
6. Medical Certificate and Physician's Report: The Physician's report must be completed by a licensed physician with the official stamp. Please also include an official report for any medical conditions that require special attention (learning disabilities, dietary restrictions etc).
7. Sponsorship Letter: A signed, dated letter from the person who will finance the studies guaranteeing his or her responsibility to cover the tuition fees and all other expenses.
8. Bank Guarantee: For applicants coming from outside the European Union please submit a letter or statement from sponsor's bank verifying sufficient funds to cover the fees and expenses.

E. MASTER OF BUSINESS ADMINISTRATION & MASTER OF SCIENCE

1. A completed application form with all pertinent attachments and an application fee of CHF. 100.-
2. A Bachelor Degree preferably in Hospitality, Tourism or Event Management or a Business Degree or equivalent qualification, subject to dossier review with significant work experience.
3. 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:
 - 3.1 TOEFL: minimum score of 575 or 230 for the computer scoring system or 90 for the internet based test. The TOEFL testing code number for Glion Institute of Higher Education is 7337.
 - 3.2 Cambridge Advanced Certificate: Grade B.
 - 3.3 I.E.L.T.S. minimum overall band of 6.0 in all components.
 All English certificates must have been issued in the last 12 months prior to admission
4. Candidates must submit a confidential reference form which the Registrar will send to the candidate upon receipt of his/her application.
5. Medical Certificate and Physician's Report: The Physician's report must be completed by a licensed physician with the official stamp. Please also include an official report for any medical conditions that require special attention (learning disabilities, dietary restrictions etc).
6. A minimum of four years management work experience for **online MBA** students only.
7. Students following the MSc with a business degree will take additional credits. Other bridging courses will apply to degree holders with weak or no accounting skills.

F. TRANSFER TO GIHE FROM ASSOCIATED INSTITUTIONS

Transfer from associated institutions includes:

Andreas Bello College, Chile	OTT College, Argentina
Algonquin, Ontario, Canada	Regal Constellation College, Canada
Anhembi Morumbi, Brazil	San Antonio College, California USA
Blue Mountains International Hotel Management School	Santa Barbara City College, USA
Cavendish College, UK	Scottsdale College, Arizona, USA
CENCAP Escuela Internacional de Hoteleria i Turismo, Argentina	Segi College, Malaysia
Conf. of Tourism Hotel & Catering Mgt, London, UK	Shanghai Institute of Tourism
Culinary, Chile	SHATEC Singapore
Cyprus College	Spokane Community College, USA
Diablo Valley College, California, USA	Sunway College, Malaysia
Douglas College, Canada	The Bue Trainers, Argentina
Enderun, Philippines	Tourism Training Institute, Vancouver
Endicott College, USA	Tourismusschulen Bludenz
George Brown College, Toronto, Canada	Tourismusschulen Salzburg - Klessheim
Imperial Hotel Management College, Vancouver Canada	Trinidad and Tobago Hospitality and Tourism Institute
INACAP Centro Intern. de Education en Servicios- Chile	UDLA, Quito – Ecuador
Institute Tourism Studies, Macao	Temasek, Singapore
Instituto San Ignacio Loyolla, Peru	UNICO, Guadalajara, Mexico
International College of Hotel Management, Adelaide Australia	Univ .of Nevada, Las Vegas
INTI International College, Malaysia	Univ. Interamericana Costa Rica
Japan Hotel School, Japan	UVM Mexico
Johnson and Wales	Vancouver Premier College
Lasalle College International, Vancouver,	Vancouver Community College
Nanyang Polytechnic, Singapore	
Nilai, Malaysi	

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

1. Students from these institutions should apply to the Admissions Department of Glion Institute of Higher Education for the program of their choice
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 the computer scoring system or 79-80 for the internet based test. The TOEFL testing code number for Glion Institute of Higher Education is 7337.
 - 2.2 Cambridge First Certificate: Grade A.
 - 2.3 I.E.L.T.S. minimum overall band of 5.5 in all components.

All English certificates must have been issued in the last 12 months

G. TRANSFER TO GIHE FROM ANOTHER INSTITUTION

Glion Institute of Higher Education 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 SATS or ACTS (if taken).
4. An official transcript from previous colleges and / or schools and a copy of the program catalog.
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 Academic Dean and the Director of Academic Affairs. Students who transfer to Glion Institute of Higher Education 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 the computer scoring system or 79-80 for the internet based test.
 - 7.2 Cambridge First Certificate: Grade A.
 - 7.3 I.E.L.T.S. minimum overall band of 5.5.

8. LAPTOP POLICY

The Institute offers computing facilities for teaching and learning in specially equipped laboratories. Besides these facilities, students enrolled in the Institute can either use the Institute's shared access computers and need a personal laptop to access to the GIHE intranet Web site which hosts Email accounts, the Student Support Center, documents and other learning resources on the internet. Regarding the personal laptop, a choice of two options is available to meet our Institute's requirements :

1. Students may bring their own laptop but it **MUST** meet the Institute's specifications.
2. Students may purchase their personal laptop through a Website jointly developed with the supplier of the Institute. This site provides a range of 3 different models going from basic to the most sophisticated equipment, reflecting the latest trends of the market.
3. Technical specifications (2010-01) the computers have to meet :
 - Windows Vista Home, business or Ultimate Operating System in French or English **ONLY** - or - Windows 7 Home or Professional or Ultimate Operating System in French or English **ONLY**
 - No Dual Boot – Only **ONE** Operating System i.e. Vista / 7 (Seven)
 - Microsoft Office 2010
 - Microsoft Internet Explorer Version 9.0 or higher / Mozilla Firefox 6 or higher
 - Minimum hardware requirements : 1.6GHz processor, 2Gb RAM, 80Gb available on hard drive, CD/DVD player/burner, a USB memory stick or external hard drive disk.
 - Network connectivity : WiFi (wireless card, WPA2 mandatory). Intel based wireless card are recommended.
 - All software drivers for the machine must be installed properly before joining the Institute as well as the software patches for the Operating system and Office must be installed
 - The machine must be free of any virus or other harmful items
 - Only genuine software licenses.
 - Apple Mac computer with Dual Boot (bootcamp) and Windows operating system, French or English

We strongly advise the purchase of USB storage for back-up and printing purposes

Windows 7 (seven) :

While our IT Technicians have been evaluating pre-release versions of Windows 7 in our school environment, it is currently not possible to guarantee 100% functionality for the time being. Students arriving with a Windows 7 PC will be accepted, assuming they understand and accept the risk of this situation. In order for our Students to benefit from the latest technology, the information below will be made available on our Web site only 8 weeks before the intake :

Latest technical specifications about machines compatible with the Institute's IT environment. It should be mentioned that the Institution does not offer any technical support for personal laptops but is ready to provide the students with counseling and a list of local suppliers. A link to the IT supplier's Web site to order computers selected by the Institution. The order and payment of the equipment must reach **the supplier** five weeks prior to the beginning of the semester to ensure the delivery of the laptop on time. Late orders will cause delays in delivery and may, in some circumstances lead to additional charges. Payment terms can be found on the supplier's Website. The fully configured laptops will be delivered to students upon arrival on the Campus. Only this option includes full technical support by the Institute's IT Support Staff. As the IT policy is subject to updates up to 8 weeks before the intake, please visit the Institute Web site for the most up-to-date policy. Items to check if you bring your personal computer.

IMPORTANT NOTICE: The Institute does NOT provide any software (Windows, Office, ...)

Students will be charged CHF. 150.- upon arrival on campus for the network connection setup fee (one time charge for the entire duration of the studies). In case the machine significantly alters during the course of studies, the institution reserves the right to charge network connection setup fee again (CHF 150.-)

9. FEES AND FINANCIAL AID

Cost of living typically varies slightly every year in Switzerland. To maintain the standards expected from the Institution, 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 institution.

The institution 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.

The institution accepts request 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 GIHE has an extremely limited budget for financial aid, it grants very few awards 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 Admission Director for information about application and documentation requirements. All requests must be approved in writing by the Directeur Général or the Senior Vice-President of Laureate Hospitality Education.

10. HOTEL SCHOOL PROGRAMS OF STUDY

Academic Programs are subject to variation

A. ASSOCIATE DEGREE IN HOSPITALITY ADMINISTRATION

The aim of this program is to provide young adults with the fundamental operational and supervisory competencies required for work in international hospitality. Professional skills are developed through a series of formative craft-based learning (CBL) activities supported by theoretical courses and an internship. The students are exposed to real-life environments with a progression from didactic and guided, to more self-managed learning approaches.

Learning Outcomes:

Specifically at the end of the program students will be able to:

1. Apply and reflect on knowledge and skills acquired through academic, CBL and workplace learning activities.
2. Operate at supervisory level in operational departments within the hospitality industry.
4. Apply contemporary systems and theories relevant to administrative and operational management tasks in hospitality departments or units.
6. Work with solid work ethics, good inter-personal communications, cultural awareness and teamwork.
7. Use tools for developing their career plans, setting personal goals and developing appropriate common skills.

Semester 1

Professional Development

100	Craft Based Learning in Service and Kitchen	3 credits
103	Introduction to Food and Beverage	3 credits
105	Rooms Division	3 credits

Entrepreneurship

104	Introduction to Hospitality Management	3 credits
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General Education (Languages)

		3 credits
120	English for Academic Purposes (EAP) Intermediate (or 220 or 320)	
220	EAP upper Intermediate (or 320)	
320	EAP Advanced	
140/143	Spanish or French (if 320 achieved)	
121	Remedial English (no credit)	

General Education

Please refer to the chart on page 28	3 credits
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Total credits studied in semester 1:	21 credits
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Semester 2

200	Internship	2 credits
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Semester 3

Professional Development

300	Craft Based Learning in Food and Beverage (or 304)	3 credits
301	Food and Beverage Administration	3 credits
304	Craft Based Learning Rooms Division (or 300)	3 credits
315	Hospitality Operations Management	3 credits

Entrepreneurship

401	Principles of Tourism & Travel	3 credits
316	Basic Financial Accounting	3 credits

General Education (Languages / IT)

		3 credits
220	EAP Upper Intermediate (or 320)	
240	Spanish or French (or 324 / if 320 achieved)	
320	EAP Advanced (if 220 achieved)	
494	Information Technology in Business and Society (or 240/ if 320 achieved)	

<u>General Education</u>	3 credits
Please refer to the chart on page 28	
Total credits studied in semester 3:	22 credits

Semester 4

Professional Development

402	Food and Beverage Management	3 credits
414	Managing Rooms Revenue	3 credits

Entrepreneurship

410	Management Finance	3 credits
412	Entrepreneurial Management	3 credits
610	Principles of Marketing (degree students only)	(3 credits)

General Education

	3 credits
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Please refer to the chart on page 28

General Education for Semester 1, 3 and 4

Mandatory courses Semester 1+3 (7 credits)		Elective Courses Semester 3 (3 credits)	
122	Information Technology	193	Psychology of Leadership (or 325)
194	Personal Development & Academic Skills (including 125 Maths support)	325	Principles of Geopolitics (or 193)
326	Advanced Academic Support (1 credit)		

Mandatory courses Semester 4 (3 credits)	
320	English for Academic Purposes Advanced or (420)
420	Critical Reading of Literature in English (or 436, 437)
436	Organizational Communication (or 420, 437)

Elective Courses Semester 4 (Two courses from the following (6 credits))			
325	Principle of geopolitics	437	Aspects of Non European Culture through Film and Literature
411	Road to Rock and Roll	438	Models of Medicine: A Comparative View of Traditional and Contemporary Approaches to Health and Disease
421	Architecture and Design	450	Social and developmental Psychology
422	Natural Science	451	Western Civilization
423	Transactional Analysis and Experiential Art Therapy	452	Introduction to Sociology
430	Orienteering and the Interpretation of the Natural Landscape	454	Negotiation and Counselling
431	Music in Historical, Cultural and Social Contexts	623	Words and Images
433	Nutrition		
434	Drama and Performance		

Total credits studied in semester 4:	21 credits
Total credits studied in the Associate Degree:	66 credits

B. BACHELOR OF BUSINESS ADMINISTRATION IN HOSPITALITY MANAGEMENT

The aim of the BBA Program is to prepare students for global leadership within the international 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 services.

Learning Outcomes

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

1. Act as autonomous learners and reflective practitioners working towards realizing their personal and professional potential.
2. Reflect on the knowledge and skills acquired by differentiating between the many roles and responsibilities of a manager within a range of international hospitality environments.
3. Demonstrate an understanding and awareness of the cross-cultural, moral, ethical and environmental issues in the management of hospitality organizations and their relationship with the local community and stakeholders.
4. Examine and critically analyze the principles and practices of theory to respond to contemporary issues and evaluate trends affecting the hospitality industry globally.
5. Use effectively the full range of common skills developed during the program by integrating and evaluating issues encountered within the General Education Program.
6. Identify and critically evaluate current concerns and issues of sustainable development within the international hospitality industry.

To obtain the **Bachelor of Business Administration in Hospitality Management** the student must study the following courses and meet the requirements for obtaining the award. The BBA in Hospitality Administration is awarded to students who take the Business Essay as their final capstone project.

Intermediate Award: Higher Diploma; minimum 80 credits and 2 internships, is available at the end of 6 semesters.

Semester 5

500 Internship 2 credits

Semester 6

Professional Development

601 Human Resources in the Hospitality Industry 3 credits

Entrepreneurship

611 Legislation and Contractual Law 3 credits

One Management Elective (Table Page 30) 3 credits

631 Economics for Hospitality, Tourism and Leisure

710 Conference and Exhibition Management 3 credits

General Education for Semester 6 and 7

All degree pathways have the same General Education components, student can choose from the following courses. Please note that each course below carries 3 credits.

Mandatory courses	2 courses from the list below	1 course from the list below
614 Philosophy and Ethics	423 Transactional Analysis and Experiential Art Therapy	427 Microbes and Men: Health and Disease through the Ages
620 Research Statistics or 651	621 Media and Arts	721 Environmental Management
622 Research Methods and Report Writing (or 626 or 653)	624 Art History and Appreciation	723 Science in Society
625 Organizational Behavior (on some pathways)	720 Theater & Music in Everyday Life	432 Wellness, Wellbeing & Health
626 Business Research Methods (or 622 or 653)	435 Drama and Performance	436 Organizational Communication
651 Statistics for Hospitality, Tourism and Leisure	426 Text and Visual Arts	652 Chemistry in Everyday Life
653 Business Writing and Presentation (or 622 or 626)	430 Orienteering and Interpretation of the Natural Landscape	
	438 Models of Medicine	
	627 Media and Society	
	628 Photographs: People and Places	
	629 Governance & Policy Making	
	439 Interpretation of Conflicts through Texts, Movies, music	
	650 America: Dream and Reality	
	750 Psychology in Action	
	751 Managing Social & Cultural Spaces	
	752 Film Production and Design	
	753 Botany: Plants, People and Culture	
	453 Innovation; how mavericks work	

Total credits studied in semester 6:

27 credits

Semester 7**Professional Development**

701	Dissertation (Honors students only) or 708	6 credits
707	Industrial Employment Culture	1 credit
708	Independent Research Study (or 701)	3 credits
722	Assessment Center	3 credits
725	Business Portfolio (or 708)	3 credits

Entrepreneurship

619	Leadership	3 credits
711	Integrative Business Simulation	3 credits
	One course from Management Electives	3 credits

Management Electives for S6 (some may be compulsory)			
718	Entrepreneurial Finance	604	Environmental Science and Design
724	NGO Management	717	Corporate Social Responsibility and Governance
683	Operations Management in Tourism and Leisure	642	E-commerce
613	Knowledge Management	640	Entrepreneurial Wealth Management
641	Multinational Financial Management		

General Education

Please refer to the chart above.

Total credits studied in semester 7 is:

28 credits

Total credits studied in the Bachelor of Business Administration (Honors):

126 credits

C. BACHELOR OF ARTS IN HOSPITALITY MANAGEMENT WITH SUSTAINABLE DEVELOPMENT IN TOURISM
(subject to enrolment numbers)

The aim of the BA Program is to prepare students for global leadership within the international hospitality industry with a specific focus on sustainable development for tourism sectors. 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 specialized tourism knowledge in destination marketing, operations, planning and sustainable development.

Learning Outcomes:

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

1. Act as autonomous learners and reflective practitioners working towards realizing their personal and professional potential.
2. Reflect on the knowledge and skills acquired by differentiating between the many roles and responsibilities of a manager within a range of international tourism and hospitality environments.
3. Demonstrate an understanding and awareness of the cross-cultural, moral, ethical and environmental issues in the management of hospitality organizations and their relationship with the local community and stakeholders within tourism sectors.
4. Examine and critically analyze the principles and practices of theory to respond to contemporary issues and evaluate trends affecting the hospitality industry and tourism sectors globally.
5. Use effectively the full range of common skills developed during the entire program by integrating and evaluating issues encountered within the General Education Program.
6. Identify and critically evaluate current concerns and issues of sustainable development within the international hospitality industry and tourism sectors.

To obtain the **Bachelor of Arts in Hospitality Management with Sustainable Development in Tourism**, students must study the following courses and meet the requirements for obtaining the award. The BA in Hospitality Administration is awarded to students who take the Business Essay as their final capstone project.

Students on this program will follow the same courses as the Bachelor program from semester one through five and will then take the following courses:

Semester 6

Professional Development

601	Human Resources in the Hospitality Industry	3 credits
715	Managing Visitor Spaces For Tourism and Leisure	3 credits
731	Transport Systems	3 credits
741	Destination Marketing	3 credits

Entrepreneurship

611	Legislation and Contractual Law	3 credits
631	Economics for Hospitality Tourism and Leisure	3 credits
	Plus one Management Elective, see table on page 30	3 credits

General Education

Please refer to the chart on page 29

Total credits studied in semester 6: 27 credits

Semester 7

Professional Development

701	Dissertation (Honors students only) or 708	6 credits
707	Industrial Employment Culture	1 credit
708	Independent Research Study (or 701)	3 credits
722	Assessment Center	3 credits
725	Business Portfolio (or 708)	3 credits

Entrepreneurship

616	International Tourism Planning and Development	3 credits
702	Community and Sustainable Development	3 credits

General Education

Please refer to the chart on page 29

Total credits studied in semester 7: 28 credits

Total credits studied in the Bachelor of Arts (Honors) in Hospitality Management & Sustainable Development in Tourism

126 credits

D. BACHELOR OF ARTS IN HOSPITALITY MANAGEMENT WITH HUMAN RESOURCES
(Subject to enrolment numbers)

The aim of the BA Program is to prepare students for global leadership within the international hospitality industry with a specific focus on hospitality human resource 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 managing human resources in hospitality organizations.

Learning Outcomes:

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

1. Act as autonomous learners and reflective practitioners working towards realizing their personal and professional potential.
2. Reflect on the knowledge and skills acquired by differentiating between the many roles and responsibilities of a manager within a range of hospitality environments.
3. Demonstrate an understanding and awareness of the cross-cultural, moral, ethical and environmental issues in the management of hospitality organizations and their relationship with the local community and stakeholders..
4. Examine and critically analyze the principles and practices of theory to respond to contemporary issues in Human Resources Management and evaluate trends affecting the hospitality industry globally.
5. Use effectively the full range of common skills developed during the program by integrating and evaluating issues encountered within the General Education Program.
6. Identify and critically evaluate current concerns and issues of sustainable development within the international hospitality industry

To obtain the **Bachelor of Arts (Honors) in Hospitality Management with Human Resources**, students must study the following courses and meet the requirements for obtaining the award. The BA in Hospitality Administration is awarded to students who take the Business Essay as their final capstone project.

Students on this program will follow the same courses as the Bachelor Degree program from semester one through five and will then take the following courses:

Semester 6

Professional Development

601	Human Resources in the Hospitality Industry	3 credits
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Entrepreneurship

611	Legislation and Contractual Law	3 credits
617	Change Management	3 credits
631	Economics for Hospitality, Tourism and Leisure	3 credits
	Plus one Management Elective, see table on page 30	3 credits

General Education

Please refer to the chart on page 29

Total credits studied in semester 6:	27 credits
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Semester 7

Professional Development

701	Dissertation (Honors students only) or 708	6 credits
707	Industrial Employment Culture	1 credit
708	Independent Research Study (or 701)	3 credits
722	Assessment Center	3 credits
725	Business Portfolio (or 708)	3 credits

Entrepreneurship

705	Human Resources Strategy	3 credits
716	Training and Career Development	3 credits
743	International Human Resources Management	3 credits

General Education

Please refer to the chart on page 29

Total credits for semester 7:	28 credits
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Total credits studied in the Bachelor of Arts (Honors) in Hospitality Management with Human Resources	126 credits
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E. BACHELOR OF ARTS IN HOSPITALITY MANAGEMENT WITH REAL ESTATE FINANCE AND REVENUE MANAGEMENT

(Subject to enrolment numbers)

The aim of the BA Program is to prepare students for global leadership within the international hospitality industry with a specific focus on real estate finance and revenue 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 finance, property and revenue management.

Learning Outcomes

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

1. Act as autonomous learners and reflective practitioners working towards realizing their personal and professional potential.
2. Reflect on the knowledge and skills acquired by differentiating between the many roles and responsibilities of a manager within a range of international hospitality environments.
3. Demonstrate an understanding and awareness of the cross-cultural, moral, ethical and environmental issues in the management of hospitality organizations and their relationship with the local community and stakeholders.
4. Examine and critically analyze the principles and practices of theory to respond to contemporary issues in Financial Management and evaluate trends affecting the hospitality industry globally.
5. Use effectively the full range of common skills developed during the program by integrating and evaluating issues encountered within the General Education Program.
6. Identify and critically evaluate current concerns and issues of sustainable development within the international hospitality industry.

To obtain the **Bachelor of Arts in Hospitality Management with Real Estate Finance and Revenue Management** students must study the following courses and meet the requirements for obtaining the award. The BA in Hospitality Administration is awarded to students who take the Business Essay as their final capstone project.

Students on this program will follow the same courses as the Bachelor Degree program from semester one through five and will then take the following courses:

Semester 6

Professional Development

601	Human Resources in the Hospitality Industry	3 credits
603	Hospitality Real Estate Finance	3 credits

Entrepreneurship

611	Legislation and Contractual Law	3 credits
612	Economics for Business	3 credits
712	Corporate Finance	3 credits
	Plus one Management Elective, see table on page 30	3 credits

General Education

Please refer to the chart on page 29

Total credits for semester 6: 27 credits

Semester 7

Professional Development

701	Dissertation (Honors students only) or 708	6 credits
706	Portfolio Management	3 credits
707	Industrial Employment Culture	1 credit
708	Independent Research Study (or 701)	3 credits
722	Assessment Center	3 credits
725	Business Portfolio (or 708)	3 credits
742	Property Asset Management	3 credits

Entrepreneurship

719	Cost, Price and Revenue Management	3 credits
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General Education

Please refer to the chart on page 29

Total credits studied in semester 7: 28 credits

Total credits studied in the Bachelor of Arts (Honors) in Hospitality Management with Real Estate Finance and Revenue Management

126 credits

F. BACHELOR OF ARTS IN HOSPITALITY MANAGEMENT WITH SALES AND MARKETING

(Subject to enrolment numbers)

The aim of the BA Program is to prepare students for global leadership within the international hospitality industry with a specific focus on sales and marketing. 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 international branding, sales, internet marketing and distribution channels.

Learning Outcomes:

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

1. Act as autonomous learners and reflective practitioners working towards realizing their personal and professional potential.
2. Reflect on the knowledge and skills acquired by differentiating between the many roles and responsibilities of a manager within a range of international hospitality environments.
3. Demonstrate an understanding and awareness of the cross-cultural, moral, ethical and environmental issues in the management of hospitality organizations and their relationship with the local community and stakeholders.
4. Examine and critically analyze the principles and practices of theory to respond to contemporary issues in Sales and Marketing and evaluate trends affecting the hospitality industry globally.
5. Use effectively the full range of common skills developed during the program by integrating and evaluating issues encountered within the General Education Program.
6. Identify and critically evaluate current concerns and issues of sustainable development within the international hospitality industry.

To obtain the **Bachelor of Arts in Hospitality Management with Sales and Marketing**, students must study the following courses and meet the requirements for obtaining the award. The BBA in Hospitality Administration is awarded to students who take the Business Essay as their final capstone project.

Students on this program will follow the same courses as the Bachelor program from semester one through five and will then take the following courses:

Semester 6

Professional Development

601	Human Resources in the Hospitality Industry	3 credits
709	Services Marketing	3 credits

Entrepreneurship

611	Legislation and Contractual Law	3 credits
618	Sales Management	3 credits
631	Economics for Hospitality, tourism and Leisure	3 credits
	Plus one Management Elective, see table on page 30	3 credits

General Education

Please refer to the chart on page 29

Total credits studied in semester 6: 27 credits

Semester 7

Professional Development

701	Dissertation (Honors students only) or 708	6 credits
707	Industrial Employment Culture	1 credit
708	Independent Research Study (or 701)	3 credits
722	Assessment Center	3 credits
725	Business Portfolio (or 708)	3 credits
730	Contemporary Issues in Marketing	3 credits

Entrepreneurship

630	Essentials of Brand Management	3 credits
740	International Marketing	3 credits

General Education

Please refer to the chart on page 29

Total credits studied in semester 7: 28 credits

Total credits studied in the Bachelor of Arts (Honors) in Hospitality Management and Marketing 126 credits

G. BACHELOR OF ARTS IN HOSPITALITY MANAGEMENT WITH EVENTS MANAGEMENT
(Subject to enrolment numbers)

The aim of the BA Program is to prepare students for global leadership within the international hospitality industry with a specific focus on events 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 events operations and planning.

Learning Outcomes:

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

1. Act as autonomous learners and reflective practitioners working towards realizing their personal and professional potential.
2. Reflect on the knowledge and skills acquired by differentiating between the many roles and responsibilities of a manager within a range of international hospitality environments.
3. Demonstrate an understanding and awareness of the cross-cultural, moral, ethical and environmental issues in the management of conference and events operations and their relationship with the local community and stakeholders.
4. Examine and critically analyze the principles and practices of theory to respond to contemporary issues and evaluate trends affecting the conference and events industry globally.
5. Use effectively the full range of common skills developed during the program by integrating and evaluating issues encountered within the General Education Program.
6. Identify and critically evaluate current concerns and issues of sustainable development within the international conference and events industry.

To obtain the **Bachelor of Arts in Hospitality Management with Events Management** students must study the following courses and meet the requirements for obtaining the award. The BA in Hospitality Services is awarded to students who take the Business Essay as their final capstone project.

Students on this program will follow the same courses as the Bachelor Degree program from semester one through five and will then take the following courses:

Semester 6

Professional Development

601	Human Resources in the Hospitality Industry	3 credits
684	Managing Hospitality in Events	3 credits

Entrepreneurship

611	Legislation and Contractual Law	3 credits
631	Economics for Hospitality, Tourism and Leisure	3 credits
710	Conference and Exhibition Management	3 credits
	Plus one Management Elective, see table on page 30	3 credits

General Education

Please refer to the chart on page 29

Total credits studied in semester 6: 27 credits

Semester 7

Professional Development

701	Dissertation (Honors students only) or 708	6 credits
704	Systems Analysis for Hospitality and Tourism Industry	3 credits
707	Industrial Employment Culture	1 credit
708	Independent Research Study (or 701)	3 credits
715	Managing Visitor Spaces for Tourism and Leisure	3 credits
722	Assessment Center	3 credits
725	Business Portfolio (or 708)	3 credits

Entrepreneurship

730	Contemporary Issues in Marketing	3 credits
785	Financial Management and Planning of Events	3 credits

General Education

Please refer to the chart on page 29

Total credits studied in semester 7: 28 credits

Total credits studied in the Bachelor of Arts (Honors) in Hospitality Management with Events Management 126 credits

H. BACHELOR OF ARTS IN HOSPITALITY MANAGEMENT WITH ENVIRONMENTAL MANAGEMENT
(subject to enrolment numbers)

The aim of the BA Program is to prepare students for global leadership within the international hospitality industry with a specific focus on environmental 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 specialized knowledge in environmental science, design and sustainable development.

Learning Outcomes:

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

1. Act as autonomous learners and reflective practitioners working towards realizing their personal and professional potential.
2. Reflect on the knowledge and skills acquired by differentiating between the many roles and responsibilities of a manager within a range of hospitality environments.
3. Demonstrate an understanding and awareness of the cross-cultural, moral, ethical and environmental issues in the management of hospitality organizations and their relationship with the local community and stakeholders.
4. Examine and critically analyze the principles and practices of theory to respond to contemporary issues and evaluate trends affecting sustainable development in the hospitality industry globally.
5. Use effectively the full range of common skills developed during the entire program by integrating and evaluating issues encountered within the General Education Program.
6. Identify and critically evaluate current concerns and issues of sustainable development within the international hospitality industry.

To obtain the **Bachelor of Arts in Hospitality Management with Environmental Management** students must study the following courses and meet the requirements for obtaining the award. The BA in Hospitality Administration is awarded to students who take the Business Essay as their final capstone project.

Students on this program will follow the same courses as the Bachelor Degree program from semester one through five and will then take the following courses:

Semester 6

Professional Development

601	Human Resources in the Hospitality Industry	3 credits
604	Environmental Science and Design	3 credits
616	International Tourism Planning and Development	3 credits
731	Transport Systems	3 credits

Entrepreneurship

611	Legislation and Contractual Law	3 credits
631	Economics for Hospitality, Tourism and Leisure	3 credits

General Education

Please refer to the chart on page 29

Total credits studied in semester 6: 27 credits

Semester 7

Professional Development

701	Dissertation (Honors students only) or 708	6 credits
704	Systems Analysis for the Hospitality and Tourism Industry	3 credits
707	Industrial Employment Culture	1 credit
708	Independent Research Study (or 701)	3 credits
722	Assessment Center	3 credits
725	Business Portfolio (or 708)	3 credits

Entrepreneurship

702	Community and Sustainable Development	3 credits
715	Managing Visitor Spaces for Tourism and Leisure	3 credits

General Education

Please refer to the chart on page 29

Total credits studied in semester 7 is: 28 credits

Total credits studied in the Bachelor of Arts (Honors) in Hospitality Management and with Environmental Management

126 credits

I. DIPLOMA IN HOTEL AND RESTAURANT OPERATIONS

The aim of this program is to provide young adults with the fundamental operational competencies required for work in international hospitality. Professional skills are developed through a series of formative craft-based learning (CBL) activities supported by theoretical courses and an internship. Students are exposed to real-life environments with a progression from didactic and guided, to more self-managed learning approaches.

Learning Outcomes:

Specifically at the end of the program students will be able to:

1. Apply and reflect on knowledge and skills acquired through academic, CBL and workplace learning activities.
2. Operate at supervisory level in operational departments within the hospitality industry
3. Apply contemporary systems and theories relevant to administrative tasks in hotels and food & beverages departments.
4. Work with solid work ethics, good inter-personal communications, cultural awareness and teamwork
5. Use tools for developing their career plans

This is a three semester program which offers the following courses.

Semester 1

Professional Development

100	Craft Based Learning in Service and Kitchen	3 credits
103	Introduction to Food and Beverage	3 credits
105	Rooms Division	3 credits

Entrepreneurship

104	Introduction to Hospitality Management	3 credits
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General Education (Languages)

		3 credits
120	English for Academic Purposes (EAP) Intermediate (or 220 or 320)	
220	EAP Upper Intermediate (or 320)	
320	EAP Advanced	
140/143	Spanish or French (if 320 achieved)	
121	Remedial English (no credit)	

General Education

122	Information Technology	3 credits
194	Personal Development & Academic Skills (including 125 Maths support)	3 credits

Total credits studied in semester 1: 21 credits

Semester 2

Professional Development

300	Craft Based Learning in Food and Beverage (or 304)	3 credits
304	Craft Based Learning in Rooms Division (or 300)	
301	Food and Beverage Administration	3 credits
315	Hospitality Operations Management	3 credits
401	Principles of Tourism and Travel	3 credits

Entrepreneurship

316	Basic Financial Accounting	3 credits
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General Education (Languages / IT)

		3 credits
220	EAP upper Intermediate (or 320)	
240	Spanish or French (or 324 / if 320 achieved)	
320	EAP Advanced (if 220 achieved)	
494	Information Technology in Business and Society (or 240/ if 320 achieved)	

General Education

		3 credits
326	Advanced Academic Support	1 credit

Total credits studied in semester 2: 19 credits

Final Semester

200	Internship	2 credits
Total credits for the Diploma in Hotel & Restaurant Operations		42 credits

Progression Opportunity:

Progression to the Degree is allowed provided the student has achieved an average of 7.3 on the final taught semester and has completed the missing credits. The level of English successfully achieved at this stage must be the EAP Advanced level. If a student transfers from the Diploma to the Associate Degree, the missing credits will have to be taken during Semester 4 of study (1 course of 3 credits).

J. POST GRADUATE DIPLOMA

The post graduate program is specifically designed to meet the needs of the graduate and/or mature student looking to change career and enter the hospitality industry. Students are able to design their own learning program which recognizes their previous experience and work intentions.

Learning Outcomes:

Specifically at the end of the program students will be able to:

1. Use their adult thinking skills of reflective thinking, critical thinking and relativistic thinking within an operational context.
2. Interpret situations and apply knowledge, competencies and tactics necessary to manage service expectations from a widely diverse customer base.
3. Evaluate the industry in its broader sense allowing for the development of strategies to create business opportunities within Hospitality.
4. Apply their understanding of generic management concepts and practical skills to the workplace.

Semester 1 and 2

Mandatory courses

103	Introduction to Food and Beverage	3 credits
151	Craft Based Learning – Kitchen and Restaurant	3 credits
220	English for Academic Purposes - Upper Intermediate (unless exempted)	3 credits
262	Principles of the Hospitality and Tourism Industries	3 credits
302	Rooms Division	3 credits
304	Craft Based Learning – Rooms Division	3 credits
305	Operations Management	3 credits
320	English for Academic Purposes - Advanced (unless exempted)	3 credits

Elective Courses

102	Contemporary Issues in the Hospitality Industry	3 credits
140	French Beginners	3 credits
154	Food and Beverage Administration Practices	3 credits
185	Event Planning	3 credits
256	Food & Beverage Management and Entrepreneurship	3 credits
259	Introduction to Business Planning	3 credits
261	People Management	3 credits
263	Business Etiquette in an International Environment	3 credits
264	Organization Success, Personal Performance and Enhanced Contribution Skills	3 credits
281	Customer Service	3 credits
312	Event Management	3 credits
316	Basic Financial Accounting	3 credits
327	Communication	3 credits
328	Managing Performance and Participation	3 credits
403	Rooms Division Management	3 credits
410	Management Finance	3 credits
610	Principles of Marketing	3 credits

Final Semester

200	Internship	0 credit
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Total minimum credits required for the **Post Graduate Diploma in Hospitality Administration *** 36 credits

* if students have only work experience and no bachelor degree, they will be awarded in place of the above mentioned titles a:

- Professional Development Diploma in Hospitality Administration

K. POST GRADUATE HIGHER DIPLOMA

The aim of this Postgraduate Program is to prepare students for global leadership within the international hospitality industry. 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 organizations.

Learning Outcomes:

Specifically at the end of the program students will be able to:

Learning Outcomes:

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

1. Act as autonomous learners and reflective practitioners working towards realizing their personal and professional potential.
2. Reflect on the knowledge and skills acquired by differentiating between the many roles and responsibilities of a manager within a range of hospitality environments.
3. Demonstrate an understanding and awareness of the cross-cultural, moral, ethical and environmental issues in the management of hospitality organizations and their relationship with the local community and stakeholders..
4. Examine and critically analyze the principles and practices of theory to respond to contemporary issues in Hospitality Management and evaluate trends affecting this industry globally.
5. Use effectively the full range of common skills developed during the program by integrating and evaluating issues encountered within the General Education Program.
6. Identify and critically evaluate current concerns and issues of sustainable development within the international hospitality industry

Semester 1 and 2

Mandatory courses

Semester 3 Focus on Human Resources Management

Prerequisite Semester 1 or 2

261 People Management

Mandatory courses

601	Human Resources in the Hospitality Industry	3 credits
613	Knowledge Management	3 credits
617	Change Management	3 credits

Elective Courses

619	Leadership (Upon schedule)	3 credits
625	Organizational Behavior	3 credits
705	Human Resources Strategy	3 credits
712	Corporate Finance	3 credits
716	Training and Career Development	3 credits
743	International Human Resource Management	3 credits
	One Gen Ed Elective	3 credits

Semester 3 Focus on Financial Management

Prerequisite Semester 1 or 2

410 Management Finance

Mandatory Courses

603	Hospitality Real Estate Finance	3 credits
612	Economics for Business	3 credits
712	Corporate Finance	3 credits

Elective Courses

611	Legislation and Contractual Law	3 credits
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613	Knowledge Management	3 credits
651	Applied Statistics for the Hospitality, Tourism and Leisure Industry	3 credits
717	Corporate Social Responsibilities and Governance	3 credits
	One Gen Ed Elective (please refer to chart on p28)	3 credits

Semester 3 Focus on Marketing Management

Prerequisite Semester 1 or 2

610	Principles of Marketing	
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Mandatory Courses

618	Sales Management	3 credits
631	Economics for Hospitality, Tourism and Leisure	3 credits
709	Services Marketing	3 credits

Elective Courses

601	Human Resources in the Hospitality Industry	3 credits
611	Legislation and Contractual Law	3 credits
613	Knowledge Management	3 credits
630	Essentials of Brand Management	3 credits
642	E commerce	3 credits
710	Conference and Exhibition Management	3 credits
	One Gen Ed Elective (please refer to chart on page 28)	3 credits

Final Semester

200	Internship	0 credit
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Total minimum credits required for the **Post Graduate Higher Diploma in Rooms Division Management*** 54 credits

* if students have only work experience and no bachelor degree, they will be awarded in place of the above mentioned titles a:

- Professional Development Higher Diploma in Room Division Management

M. CERTIFICATE PROGRAMS IN LAUREATE UNIVERSITIES

These certificates comprise no more than 30 credits and are awarded on successful completion of the program of study and a GIHE external examination. GIHE courses are as described in this catalog and delivered to GIHE standards. Each certificate has less than 50% GIHE courses.

11. GLION LEISURE MANAGEMENT SCHOOL PROGRAMS OF STUDY

A. ASSOCIATE DEGREE IN EVENT, SPORT AND ENTERTAINMENT ADMINISTRATION

The Associate Degree in Event, Sport and Entertainment Administration program aims to develop students for supervisory roles within the event, sport, and entertainment industries. Professional skills are developed through a series of formative craft-based learning (CBL) activities supported by theoretical courses and an internship. The students are exposed to real-life environments with a progression from didactic and guided, to more self-managed, learning approaches.

Learning Outcomes

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

1. Apply and reflect on knowledge and skills acquired through academic, CBL and workplace learning activities.
2. Operate at supervisory level in operational departments within the event, sport, and entertainment industries.
3. Apply contemporary systems and theories relevant to administrative and operational management tasks.
4. Work with solid work ethics, good inter-personal communications, cultural awareness and teamwork.
5. Use tools for developing their career plans, setting personal goals and developing appropriate common skills.

Semester 1

Professional Development

180	The Leisure Industries	3 credits
181	Health & Safety in the Leisure Industry	3 credits
185	Operational Event Planning	3 credits
253	Craftbased Learning in Event Sport and Entertainment 1	3 credits

General Education

120	English for Academic Purposes (EAP) or Foreign Languages	3 credits
122	Information Technology	3 credits
194	Personal Development and Academic Skills	3 credits

Semester 2

Professional Development

252	Preparation for Internship	3 credits
254	Craftbased Learning in Event, Sport and Entertainment 2	3 credits
328	Managing Performance and Participation	3 credits

Entrepreneurship

317	Basic Finance in Event Sport and Entertainment	3 credits
314	Management Principles	3 credits

General Education

320	English For Academic Purposes (EAP) or Foreign Languages	3 credits
326	Advanced Academic Support	
494	IT in Business and Society	3 credits

Total credits required for semester 1 & 2: 43 credits

Semester 3

200	Internship	2 credits
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Semester 4

Professional Development

284	Managing Events	3 credits
491	Managing Entertainment Facilities	3 credits
482	Emerging Leisure Technologies	3 credits

Entrepreneurship

413	Management Finance for Event, Sport and Entertainment	3 credits
610	Marketing (For Bachelor Degree only)	3 credits

General Education

English or 421 Architecture and Design or 420 Critical Reading of Literature in English	3 credits
One continuous General Education course (elective)	3 credits
One General Education block course (elective), please refer to page 28	3 credits

Total credits required for semester 4: 21 credits

Total credits for the Associate Degree in Event, Sport and Entertainment Administration 66 credits

B. BACHELOR OF BUSINESS ADMINISTRATION IN EVENT, SPORT AND ENTERTAINMENT MANAGEMENT

The Bachelor of Business Administration in Event, Sport and Entertainment program aims to develop students who possess a broad range of professional competencies and a deep understanding of the global event, sport and entertainment industries and their commercial evolution. The student will examine the scope and scale of these industries, with a particular focus on the commoditization of leisure. Students will specifically develop attributes such as critical analysis, problem solving, communication and leadership.

Learning Outcomes

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

1. Act as autonomous learners and reflective practitioners working towards realizing their personal and professional potential.
2. Reflect on the knowledge and skills acquired, differentiating between the many roles and responsibilities of a manager within a range of event, sport and entertainment organizations and facilities.
3. Demonstrate an understanding and awareness of the cultural, moral and ethical issues related to event, sport, and entertainment organizations.
4. Examine and critically analyze leisure consumer behavior and management principles and practice to respond to contemporary commercial issues and trends in event, sport and entertainment.
5. Use effectively the full range of professional experience and skills, including research and writing, developed during the program.

Semester 5

500	Internship	2 credits
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Semester 6 & 7

Professional Development

701	Dissertation (Honors Students only) or	6 credits
708	Independent Research Study (Non Honors)	3 credits
704	Systems Analysis for the Hospitality and Tourism Industry	3 credits
707	Industrial Employment Culture	1 credit
715	Managing Visitor Spaces for Tourism & Leisure OR Spa Management or Casino Management	3 credits
722	Assessment Center	3 credits
728	Sport, Entertainment & the Media	3 credits
784	Contemporary Issues in Entertainment and Leisure	3 credits

Entrepreneurship

611	Legislation and Contractual Law	3 credits
619	Leadership	3 credits
631	Economics for Hospitality, Tourism and Leisure	3 credits
718	Entrepreneurial Finance	3 credits

General Education

Please refer to the chart on page 28 21 credits

Total credits required for semester 5,6 and 7: 60 credits

Total credits for the BBA in Event, Sport and Entertainment Management (Honors) 126 credits

C. BACHELOR OF ARTS IN EVENT MANAGEMENT
(subject to enrolment numbers)

The Bachelor of Arts in Event Management program aims to develop students who possess a broad range of professional competencies and have an understanding of the event industry and its challenging environment. Students will examine the scope and scale of the event industry, with a particular focus on the personal traits specific to success in this industry. Students will specifically develop attributes such as critical analysis, problem solving, communication and leadership.

Learning Outcomes

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

1. Act as autonomous learners and reflective practitioners working towards realizing their personal and professional potential.
2. Reflect on the knowledge and skills acquired, differentiating between the many roles and responsibilities of a manager within a range of event organizations, products and facilities.
3. Demonstrate an understanding and awareness of the-cultural, moral and ethical issues related to the management of event, sport, and entertainment organizations.
4. Examine and critically analyze social psychological theory and management principles and practice to respond to contemporary issues and trends in event, sport and entertainment.
5. Use effectively the full range of professional experience and skills, including research and writing, developed during the program.

Semester 5

500	Internship	2 credits
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Semester 6 & 7

Professional Development

701	Dissertation (Honors Students only)	6 credits
708	Independent Research Study (Non Honors) or 725 The Business Portfolio	3 credits
684	Managing Hospitality in Events	3 credits
685	Fundraising for Not-for-Profit Events and Organizations	3 credits
704	Systems Analysis for the Hospitality and Tourism Industry	3 credits
707	Industrial Employment Culture	1 credit
710	Conference and Exhibition Management	3 credits
715	Managing Visitor Spaces for Tourism & Leisure	3 credits
722	Assessment Center	3 credits
728	Sport, Entertainment and the Media	3 credits

Entrepreneurship

611	Legislation and Contractual Law	3 credits
631	Economics for Hospitality, Tourism and Leisure	3 credits

General Education

Please refer to the chart on page 28	21 credits
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Total credits required for semester 5,6 and 7:	60 credits
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Total credits for the Bachelor of Arts in Event Management (Honors)	126 credits
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D. BACHELOR OF ARTS IN ENTERTAINMENT MANAGEMENT
(subject to enrolment numbers)

The Bachelor of Arts in Entertainment Management program aims to develop students who possess a broad range of professional competencies and a deep understanding of the cultural traditions of entertainment, and its recent commercial evolution. Students will examine the scope and scale of the entertainment industry, with a particular focus on its position in developed societies. Students will specifically develop attributes such as critical analysis, problem solving, communication and leadership.

Learning Outcomes

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

1. Act as autonomous learners and reflective practitioners working towards realizing their personal and professional potential.
2. Reflect on the knowledge and skills acquired, differentiating between the many roles and responsibilities of a manager within a range of entertainment organizations, products and facilities.
3. Demonstrate an understanding and awareness of the-cultural, moral and ethical issues related to the management of event, sport, and entertainment organizations.
4. Examine and critically analyze social psychological theory and management principles and practice to respond to contemporary issues and trends in event, sport and entertainment.
5. Use effectively the full range of professional experience and skills, including research and writing, developed during the program.

Semester 5

500	Internship	2 credits
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Semester 6 & 7:

Professional Development

630	Essentials of Brand Management	3 credits
701	Dissertation (Honors Students only) or 708	6 credits
704	Systems Analysis for the Hospitality and Tourism Industry	3 credits
707	Industrial Employment Culture	1 credit
708	Independent Research Study (Non-Honors) or 725 Business Portfolio	3 credits
715	Managing Visitor Spaces for Tourism & Leisure	3 credits
722	Assessment Center	3 credits
728	Sport, Entertainment & the Media	3 credits
782	Casino & Gaming Management	3 credits
784	Contemporary Issues in the Entertainment and Leisure	3 credits

Entrepreneurship

611	Legislation and Contractual Law	3 credits
631	Economics for Hospitality, Tourism and Leisure	3 credits

General Education

21 credits

Please refer to the chart on page 28

Total credits required for semester 5,6 and 7:

60 credits

Total credits for the Bachelor of Arts in Entertainment Management (Honors)

126 credits

E. BACHELOR OF ARTS IN SPORT AND ENTERTAINMENT MARKETING
(subject to enrolment numbers)

The Bachelor of Arts in Sport and Entertainment Marketing program aims to develop students who possess a broad range of professional competencies and a deep understanding of the cultural traditions of global sport and entertainment, and their commercial evolution. Students will examine the scope and scale of the sport and entertainment marketing industries, with a particular focus on professional sport and the commoditization of sport and entertainment. Students will specifically develop attributes such as critical analysis, problem solving, communication and leadership.

Learning Outcomes

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

1. Act as autonomous learners and reflective practitioners working towards realizing their personal and professional potential.
2. Reflect on the knowledge and skills acquired, differentiating between the many roles and responsibilities of a manager within a range of entertainment and sport organizations, products and facilities.
3. Demonstrate an understanding and awareness of the cultural, moral and ethical issues related to the marketing of event, sport, and entertainment organizations.
4. Examine and critically analyze social psychological theory, sport consumer behavior and management principles and practice to respond to contemporary issues and trends in event, sport and entertainment.
5. Use effectively the full range of professional experience and skills, including research and writing, developed during the program.

Semester 5

500	Internship	2 credits
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Semester 6 & 7:

Professional Development

630	Essentials of Brand Management	3 credits
701	Dissertation (Honors students only) or 708	6 credits
707	Industrial Employment Culture	1 credit
708	Independent Research Study (Non-Honors) or 725 Business Portfolio	3 credits
709	Service Marketing	3 credits
722	Assessment Center	3 credits
728	Sport, Entertainment and the Media	3 credits
730	Contemporary Issues in Marketing	3 credits
781	Sport Retail and Merchandising	3 credits

Entrepreneurship

611	Legislation and Contractual Law	3 credits
618	Sales Management: the Creation of Customer Value	3 credits
631	Economics for Hospitality, Tourism and Leisure	3 credits

General Education

Please refer to the chart on page 28		21 credits
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Total credits required for semester 5,6 and 7: 60 credits

Total credits for the Bachelor of Arts in Sport and Entertainment Marketing (Honors) 126 credits

F. BACHELOR OF ARTS IN SPORT AND ENTERTAINMENT FACILITY MANAGEMENT
(subject to enrolment numbers)

The Bachelor of Arts in Entertainment and Sport Facility Management program aims to develop students who possess a broad range of professional competencies and a deep understanding of the cultural traditions of global sport and entertainment, and their commercial evolution. Students will examine the scope and scale of the sport and entertainment industries, with a particular focus on the provision on community sport and entertainment. Students will specifically develop attributes such as critical analysis, problem solving, communication and leadership.

Learning Outcomes

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

1. Act as autonomous learners and reflective practitioners working towards realizing their personal and professional potential.
2. Reflect on the knowledge and skills acquired, differentiating between the many roles and responsibilities of a manager within a range of entertainment and sport organizations, products and facilities.
3. Demonstrate an understanding and awareness of the cultural, moral and ethical issues related to the management of event, sport and entertainment organizations.
4. Examine and critically analyze social psychological theory and management principles and practice to respond to contemporary issues and trends in event, sport and entertainment.
5. Use effectively the full range of professional experience and skills, including research and writing, developed during the program.

Semester 5

500	Internship	2 credits
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Semester 6 & 7

Professional Development

701 Dissertation (Honors Students only)	6 credits
708 Independent Research Study (Non Honors) or 725 Business Portfolio	3 credits
630 Essentials of Brand Management	3 credits
704 Systems Analysis for the Hospitality and Tourism Industry	3 credits
707 Industrial Employment Culture	1 credit
715 Managing Visitor Spaces for Tourism & Leisure	3 credits
722 Assessment Center	3 credits
728 Sport, Entertainment and the Media	3 credits
782 Casino and Gaming Management	3 credits
784 Contemporary Issues in Entertainment and Leisure	3 credits

Entrepreneurship

611 Legislation and Contractual Law	3 credits
631 Economics for Hospitality, Tourism and Leisure	3 credits

General Education

Please refer to the chart on page 27	21 credits
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Total credits required for semester 5,6 and 7:	60 credits
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Total credits for the Bachelors of Arts in Event, Sport and Facility Management (Honors)	126 credits
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G. POST GRADUATE DIPLOMA IN EVENT, SPORT AND ENTERTAINMENT ADMINISTRATION

The post graduate program is specifically designed to meet the needs of the graduate and/or mature student looking to change career and enter the event, sport and entertainment industries. Students are able to design their own learning program which recognizes their previous experience and work intentions.

Learning Outcomes

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

1. Evaluate the industry in its broader sense allowing for the development of strategies to create business opportunities.
2. Use their adult thinking skill of reflective thinking, critical thinking and relativistic thinking within an operational context.
3. Interpret situations and apply knowledge, competencies and tactics necessary to manage service expectations from a wildly diverse customer base.
4. Apply their understanding of generic management concepts and practical skills to the workplace.
5. Identify the employment sector of the industry where they would be most suited and where their personalities and skills could be best applied.

Six courses of 3 credits each per semester are required for Diploma (two semesters) and one internship.

Mandatory Courses

185	Event Planning	3 credits
220	English for Academic Purposes - Upper intermediate (Unless exempted)	3 credits
254	Applied Business Projects	3 credits
312	Event Management	3 credits
320	English for Academic Purposes - Advanced (Unless exempted)	3 credits
328	Managing Performance & Participation	3 credits
728	Sport, Entertainment and Media	3 credits

Professional Development Elective Courses

103	Introduction to Food and Beverage	3 credits
140	French Beginners	3 credits
154	F&B Administration Practices	3 credits
256	Food & Beverage Management and Entrepreneurship	3 credits
259	Introduction to Business Planning	3 credits
261	People Management	3 credits
263	Business Etiquette in an International Environment	3 credits
264	Organization Success, Personal Performance and Enhanced Contribution Skills	3 credits
281	Customer Service	3 credits
316	Basic Financial Accounting	3 credits
327	Communication	3 credits
410	Management Finance	3 credits
610	Principles of Marketing	3 credits

Final Semester

200	Internship	0 credit
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Total credits required for the Postgraduate Diploma in ESE Administration 36 credits**

- ESE = Event, Sport and Entertainment

** If students have only work experience and **no bachelor degree**, they will be awarded in place of the above titles a:

- Professional Development Diploma in ESE **Administration**

G. POSTGRADUATE HIGHER DIPLOMA IN EVENT, SPORT AND ENTERTAINMENT MANAGEMENT

The aim of this Program is to prepare students for global leadership within the international Event, Sport and Entertainment Industry. 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 management skills through exposure to contemporary theory.

Learning Outcomes:

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

1. Act as autonomous learners and reflective practitioners working towards realizing their personal and professional potential.
2. Reflect on the knowledge and skills acquired by differentiating between the many roles and responsibilities of a manager within a range of Event, Sport and Entertainment environments.
3. Demonstrate an understanding and awareness of the cross-cultural, moral, ethical and environmental issues in the management of Event, Sport and Entertainment organizations and their relationship with the local community and stakeholders..
4. Examine and critically analyze the principles and practices of theory to respond to contemporary issues in Event, Sport and Entertainment.

Semester 1 & 2 as for Postgraduate Diploma on page 47

Semester 3 Focus on Event, Sport and Entertainment Management

Prerequisite Semester 1 or 2

259 Introduction to Business Planning

Mandatory Courses

715	Managing Visitors Spaces	3 credits
781	Sport Retailing and Merchandising	3 credits
784	Contemporary Issues in Entertainment & Leisure	3 credits

Elective courses

611	Legislation and Contractual Law	3 credits
613	Knowledge Management	3 credits
617	Change Management	3 credits
619	Leadership	3 credits
630	Economics for Hospitality & Leisure	3 credits
684	Managing Hospitality in Events	3 credits
710	Conference and Exhibition Management	3 credits
712	Corporate Finance	3 credits
785	Financial Management and Planning for Events	3 credits
	One Gen Ed Elective (Please see chart on p28)	3 credits

Semester 3 Focus on Financial Management

Prerequisite Semester 1 or 2

410 Management Finance

Mandatory Courses

612	Economics for Business	3 credits
712	Corporate Finance	3 credits
785	Financial Management and Planning for Events	3 credits

Elective courses

611	Legislation and Contractual Law	3 credits
613	Knowledge Management	3 credits
651	Applied Statistics for the Hospitality, Tourism and Leisure Industry	3 credits
684	Managing Hospitality in Events	3 credits
717	Corporate Social Responsibility and Governance	3 credits
	One Gen Ed Elective (Please see chart on p28)	3 credits

Semester 3 Focus on Marketing Management

Prerequisite Semester 1 or 2

610 Principles of Marketing

Mandatory Courses

618	Sales Management	3 credits
631	Economics for Hospitality, Tourism and Leisure	3 credits
709	Services Marketing	3 credits

Elective courses

611	Legislation and Contractual Law	3 credits
613	Knowledge Management	3 credits
630	Essentials of Brand Management	3 credits
642	E Commerce	3 credits
710	Conference and Exhibition Management	3 credits
781	Sport Retailing and Merchandising - TBC - (Upon schedule)	3 credits
	One Gen Ed Elective (Please see chart on p28)	3 credits

Final Semester

200 Internship	0 credit
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Total credits required for the Postgraduate Higher Diploma in ESE Management** 54 credits

• ESE = Event, Sport and Entertainment

** If students have only work experience and no bachelor degree, they will be awarded in place of the above titles a:

• Professional Development Higher Diploma in ESE Management

12. COURSE DETAILS

Professional Development and Entrepreneurship courses for the Hospitality and Event, Sport and Entertainment programs are by number order. General Education courses as well as internships are listed in the next chapter.

100/151 Craft-based Learning in Service and Kitchen

Craft-based Learning in Food & Beverage develops students foundation knowledge and skills in culinary arts and food & beverage service. The course will also specifically develop students' knowledge of food hygiene and sanitation principles. Demonstrations, simulations and practical activities performed by the students in the different sectors of the food & beverage department will help familiarize them with various professional environments, work techniques and people. These experiences will develop their interest and awaken curiosity that will prepare them for progressing in their program of study and the realities of the industry.

Practical work will foster the development of life long skills in interpersonal communication, organization of work, personal presentation and behavior. The working environment of the school will familiarize students with different forms of authority and leadership. Craft-based Learning is also designed to prepare students to take an active role in the internship following immediately after this semester.

102 Contemporary Issues in Hospitality

This aim of this course is to enable students to understand the developing contemporary international hospitality industry. The course will analyze recent developments and currents trends and explore the new challenges facing the industry today. Students will therefore develop knowledge to foresee business trends, challenges and opportunities.

103 Introduction to Food and Beverage

This course enables students to develop a critical view of the Food and Beverage business. It will enhance their understanding of the departmental operational sectors whilst developing their awareness of corporate social responsibility (sustainability, ethics, and environmental sensibility). Food and Beverage department structure, financial aspects, food safety concerns and beverage knowledge form the core themes of this course. Students will be exposed to a range of learning experiences including formal lecture, individual research, and practical activities such as wine tasting. This course will also support them in preparation for their first internship in a Food and Beverage operational sector.

104 Introduction to Hospitality Management

This course will provide the students with an understanding of the breadth and scope of the hospitality industry, its service product characteristics and what they will encounter as future hospitality practitioners. Students will be introduced to the key strands of sustainability, customer service, cultural diversity, the environment and ethical practice.

105 Rooms Division

The aim of this course is to prepare students and to acquire an understanding related to operations of Front Office and Housekeeping departments. Students will review various guest management techniques, administrative processes and consider their implications for decision making. Students will familiarize themselves with operational and administrative tasks linked to Front Office and Housekeeping operations. The course will be based on theoretical knowledge applied in real situations of the Rooms Division department. Individual or group case studies, creation and analysis of reports, use of property management systems will help the familiarisation process.

151 Craft-based Learning – Kitchen & Service

This course introduces students to the fundamentals of food preparation, developing their cooking skills and touching the fundamentals of culinary arts following traditional European preparation methods as well as exploring international cookery. Through theoretical and practical demonstrations the lecturer will guide the student, in his/her daily practical activities to enhance their competence in the running of an F&B outlet such as a kitchen. Students will be practically involved in the fine-dining restaurant in order to develop their technical and social skills. Activities will allow students to broaden their foundation knowledge in service and sales necessary for customer satisfaction, and will familiarize them with wine, and other alcoholic or non-alcoholic beverages

154 Food and Beverage Administration Practices

This Food & Beverage Administration course covers topics in food and beverage cost control and menu design. Restaurant and catering businesses are approached as sources of profit. This course will allow students to develop their skills in purchasing, receiving, storing, issuing, using and selling goods. Systems of administering and managing F&B outlets will be explored and evaluated. Formal lessons, individual exercises and group case studies will help the students familiarize themselves with the various administration, organization and promotion techniques. These different activities will foster the development of life long skills in interpersonal communication, organization and evaluation of work and leadership.

181 Health & Safety in the Leisure Industry

This course enables the student to understand the necessity of providing a safe and healthy work environment in the sports, leisure and entertainment industry. The course aims to provide students with a working knowledge in health and safety environment including legal and commercial aspects.

183 Managing Performance and Participation

This course will introduce students to the social and psychological factors that impact upon passive and active leisure participation and performance from a theoretical and applied perspective. Students will be shown psychological intervention strategies for use in an applied setting.

185 Event Planning

The course gives an overview of different events and their specific requirements in terms of operational planning. The content builds on a basic project framework focusing on planning processes and considers elements of event related research, logistics and transport, venue selection, event design, human resource planning, coordination of subcontractors and other stakeholders. The student is encouraged to develop the basic competencies required to plan and organise an event.

252 Preparation for Internship

This course aims to support students' activities leading to finding their first internship. It will develop skills in CV preparation, cover letter construction and interview skills. Students will use different avenues to find their own internship employer.

253 Craft Based Learning in Event Sport & Entertainment 1

The aim of this course is to develop / or continue to develop the students skills and competencies in a practical event, sport and entertainment context. Students will develop professional aptitudes in teamwork, leadership and communication while being required to supervise the fitness and gym facility, organise and deliver sport and entertainment events and participate in various forms in other events. This is a foundation course that has a lead-in to Craft-Based Learning in semester two.

254 Event, Sports and Entertainment Applied Business Projects

The aim of this course is to expose the students to a range of practical event, sport and entertainment supervisory experiences whilst allowing the application of previously acquired theory. Students will be required to deliver and supervise sport and entertainment events. At the same time students will construct practical supervisory and leadership skills whilst developing initiative. The majority of this learning will take place in the context of a real customer environment.

256 Food & Beverage Management and Entrepreneurship

A complement to Food & Beverage Administration course with an in-depth consideration of specific topics such as the quest for quality through "shopper" reports, property design and layout, property operation management, the quality process applied to food and beverage operations, specifically the use of the problem solving process, social responsibility in serving alcohol and, for the aspiring entrepreneur, methods of getting into their own business.

259 Introduction to Business Planning

This course aims to provide a theoretical and practical foundation for demonstrating and applying the key issues surrounding business planning for today's service industries. The course is primarily concerned with understanding how to start and develop small to medium sized businesses by developing a proper business plan based on research findings.

261 People Management

The aim of this course is to prepare students in the role of the people manager and they will learn the skills, attitudes and abilities needed to supervise small teams and outlets in the hospitality industry. Two key areas will be considered in this course; the development of leadership style to suit different situations and understanding the manager's role in the personnel functions of running a department, including: recruitment & selection hiring, discipline, training and performance evaluation.

262 Principles of the Hospitality and Tourism Industries

The purpose of this course is to introduce students to the business world of hospitality and tourism. It is to understand the evolution of the industries and how they have grown as a result of globalisation and how this will continue to drive one of the world's largest industrial sectors. It will introduce both theoretical perspectives that underpin the three sectors as well as gaining a practical understanding of how they lead to the market opportunities and the challenges that each sector faces with the continuous expansion of competition and the opening of new markets around the world.

263 Business Etiquette in an International Environment

The course examines the guiding principles of professional business etiquette from both an operational and management context for application in an international environment. This course will discuss protocols of professional conduct: from posture, 'dress for success' to intercultural communications skills and examine contemporary workplace etiquette. A comprehensive coverage of business & social networking protocols and their impact on professional excellence and effective team work will be an important component of this course.

264 Organization Success, Personal Performance and Enhanced Contribution Skills

The objective of this course is to enhance competency skills, knowledge and behaviour important for Organisational success, Personal performance and Enhanced contribution. Competency skills are the bridge between practice and performance. The course is designed to target and develop scholars' interconnecting levels of competency needed for present and future academic and organizational success. This objective shall be attained by deploying innovative forms of teaching and learning such as: the analyses of and debating on presentation skills of successful people such as Steve Jobs; getting to know and communicating with target persons through researching issues such as cultural diversity, hierarchy- power roles and manipulation. Working on personal development and writing up: how to structure one self, control stress, plan ahead and finally engaging in a process of critical analysis in order to out think peer groups who deliberately produces errors during presentations of projects and writing of articles. This is a dynamic and interactive course where the scholars learn that success is all about skilled team work.

281 Customer Service

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

284 Event Management

The events industry is diverse: it includes sports, business and Corporate events: such as trade shows and conferences. These Events attract visitors, create profile for destinations and impact on the host communities and the local tourism economy. The purpose of this course is to provide students with an understanding of the key areas needed to manage and design Events such as planning, budgeting and marketing within an academic environment.

300 Craft-based Learning in Food and Beverage

This Craft Based Learning course requires students to run a Food & Beverage outlet, create succulent dishes from recipes and market them through innovative dressage, beverage costing, sales, etc. Demonstrations, simulations and responsabilized team activities performed by the students will require them to undertake menu layout design, work organization and planning of a food & beverage outlet, guest reservation and welcome, food and beverage promotion and sales adapted to specific clientele as well as statement analyses and problem solving. These experiences will also require students to explore the newest international trends in Food & Beverage industry in our new concept restaurants. Practical work in school environment will encourage them to develop their sense of responsibility and leadership, their ability to evaluate and anticipate. These practical activities will also prepare them for progressing in their program of study

301 Food and Beverage Administration

Food & Beverage Administration covers topics in food and beverage cost control, menu design and function organization. The restaurant and catering businesses are sources of profit and this course will allow students to develop their skills in purchasing, receiving, storing, issuing, using and selling goods. Systems of administering and managing F&B outlets will be explored and evaluated. Formal lessons, individual exercises and group case studies will help the students familiarize themselves with the various administration, organization and promotion techniques. These different activities will foster the development of lifelong skills in interpersonal communication, organization and evaluation of work and leadership.

302 Rooms Division

This course explores the role, the development and the complexity of a highly intangible product within the international hospitality and tourism industry. Students will acquire an understanding of how the Housekeeping Department is integrated into the daily operations management of the hotel product with emphasis on environmental issues and sustainability. Evaluation of administration systems, guest management techniques and administrative processes will also be reviewed as well as their implications in ethical decision making.

304 Craft-based Learning in Rooms Division

The aim of this course is to help students acquire operational skills and evaluate supervisory techniques for rooms division. It includes two aspects of study, the first being the daily tasks that take place at the reception, the second being the process to assist and supervise the cleaning of rooms and public areas. The course will be based on practical duties relevant to real situations of a rooms division department.

305 Operations Management

The aim of this course is to help students to acquire an understanding of how Operations Management is at the core of the success of any hotel. It positions the functions of the key departments in the context of the globalised and standardised products and services that modern hotels offer in the International Hotel market place. The course will consider theory applied in real life circumstances linked to hotel operations. Students will familiarise themselves with operational and administrative tasks required to achieve the satisfaction of the major stakeholders of the business, notably the Investors, the Customers and the Staff. They will cover the positive and negative impacts on the customer of the positive outcomes of management of standards, and all under the umbrella of safe operational management procedures.

312 Managing Events

The events industry is diverse: it includes sports, business and Corporate events: such as trade shows and conferences. These Events attract visitors, create profile for destinations and impact on the host communities and the local tourism economy. The purpose of this course is to provide students with an understanding of the key areas needed to manage and design Events such as planning, budgeting and marketing within an academic environment.

314 Management Principles

The aim of this course is for the students to learn the various techniques of management principles that can be used for the stakeholders within the Leisure Industry. The course will examine the difference and similarities of leadership and management, appraise the theories of motivation, and evaluate their impact on the teams within the industry. Students will use a range of real life scenarios to apply their knowledge.

315 Hospitality Operations Management

This course will develop students theoretical and practical understanding of the systems and processes required to deliver the hospitality product to the customer. They will examine the principles and techniques of operational management applicable across different functions, such as marketing, human resources, finance and accounting, information systems and purchasing. Students will address these principles and techniques within a sustainable and ethical framework, looking at current industry best practice in order to deliver exceptional customer service.

316 Basic Financial Accounting

The purpose of the course is to give students the basic understanding of financial statements and how business transactions are reflected on financial results. The course will prepare students by giving the knowledge and understanding so that they are later able to perform managerial calculations and use financial information as a supportive input for decision making.

317 Basic Finance in Event, Sport and Entertainment

The purpose of the course is to give students the basic understanding of financial statements and business transactions in Event, Sport and Entertainment. The course will prepare students by giving the knowledge and understanding to perform managerial calculations and use financial information as a supportive input for decision making

328 Managing Performance & Participation

This course will introduce students to the social and psychological factors that impact upon passive and active leisure, entertainment and sport participation and performance from a theoretical and applied perspective. Students will be shown psychological intervention strategies for use in a relevant setting

401 Principles of Tourism and Travel

This course aims to introduce the principles of tourism to develop an understanding of the social and economic environment in which the hotel industry operates. This provides hospitality students with a conceptual framework within which they can better understand the context of hospitality industry. The course is divided into 3 sections: Introduction to the tourism demand, Introduction to the tourism industry and supply and Impacts of tourism on destinations

402 Food and Beverage Management

This course enables the students to develop their management skills. It is designed to prepare students to take an active role in a junior management environment during their second internship or their first job in the industry. The course considers consumer behavior, budget building, developing strategy, hygiene management programs, and evaluation of performance.

403 Rooms Division Management

The aim of this course is to further develop the students understanding of practices within Rooms Division. Knowledge from previous semesters is expanded dealing with decision-making and problem solving. This course brings together and focuses on the key concept of Revenue Management, and relates it to other management tools. Particular emphasis is on performance at the level of finance, guest-service encounter and understanding consumer behavior.

404 Managing Rooms Revenue

The aim of this course is to further develop the students understanding of managerial and operational practices within Rooms division at an International level. Knowledge from previous semesters and internship is expanded dealing with decision-making and problem solving. This course brings together and focuses on the key concept of Revenue Management, and relates it to other management tools. Particular emphasis is on performance at the level of finance, guest-service encounter, sustainability and understanding consumer behaviour.

410 Management Finance

The purpose of the course is to give students the capability of using financial information as a supportive input for decision-making. This is done through providing tools for analyzing the public financial statements of companies and by performing internal analysis based on management accounting information. The concepts of revenue, cost and cash budgeting are then applied in practice through the financial planning of a small business enterprise

412 Entrepreneurial Management

This course will provide an integrated approach to entrepreneurial business development. This problem-based learning requires the students to undertake a project to develop a business. They will complete an environmental scan, develop a marketing plan, design their operations, consider the affects on the human resource, apply appropriate financial analysis and consider the risks and contingencies associated with their proposed development. Students will be required to demonstrate a range of key business skills, including teamwork, negotiation, innovation and creativity along with report writing and presentation skills.

413 Management Finance in Event, Sport and Entertainment

The purpose of the course is to give students the capability of using financial information for decision-making. This is done through providing tools for analyzing financial statements of companies in Event, Sport and Entertainment. The concepts of revenue, cost and cash budgeting are applied through the financial planning of a small business enterprise.

481 Marketing in the Sport and Entertainment Industries

Students will investigate the marketing process and the way in which it can help sports and Entertainment enterprises achieve their objectives, whether financial or otherwise. They will find that marketing is a continuous process that involves anticipating and identifying customers' needs, and then supplying products and services to meet these needs. Students will investigate the part that market research plays in identifying customer needs and then consider the main marketing communications used by organizations to make customers aware of their products and services.

482 Emerging Leisure Technologies

As significant aspects of leisure and technology converge in interactive offerings, not only are customer experiences being redefined but also the business practices and models that support these new forms of leisure. The course will examine the technology drivers that transform these industries from consumer's and producer's viewpoints. Students will explore present and future applications and develop practical and critical skills vital to the design and usage of digital media and technology.

491 Managing Entertainment Facilities

The aim of this course is to provide the student with a working knowledge of public facility, arena and leisure facility management and how it relates to the sport, entertainment and venue management industries. Specifically the course aims to equip students with a working knowledge of the management processes and skills required to design, plan and manage these facilities and their related activities. Environmental management and sustainable management are key underpinning elements of this course.

500 Internship

The second Internship is designed as an opportunity to experience another work environment with opportunities for supervisory experience. The student, irrespective of post, will be expected to further develop skills of observation, planning, acting, monitoring and evaluation, and finally reflecting upon these experiences. The student will be expected to present a report as a 'reflective practitioner' after the end of the internship. The first Internship focused upon the opportunity to observe and participate in practical/applied operations and functions. In this second Internship the focus is on the use and application of theory and models in the practice of operations and functions. Thus the student is expected to use and apply the knowledge gained in previous semesters, and relate these to the issues, problems, challenges, opportunities and developments that occurred during the Internship.

601 Human Resources in the Hospitality Industry

In these course students will learn the functions of the human resource department and the concept of the support role to line management. Students will be exposed to a range of contemporary HR management theories. Students will be questioning these views using acquired learning. Students will use their work experience and cultural background as analytical tools.

603 Hospitality Real Estate Finance

A theoretical and an empirical approach to hospitality real estate investment and financing decision-making analysis. Topics include: real estate development process, market study, forms of operating agreements, hotel equity financing cycle, and hotel debt financing cycle.

604 Environmental Science and Design

This course will enable students to apply the principles of environmental sciences and design to environmental management strategies and recovery plans for the hospitality, tourism and leisure industries. Students will be able to apply core concepts in sciences to problem solving and implementation of environmental standards affecting societal and corporate behaviour. The impact of new technology and design will be applied to the management of the environment with attention paid to recovery strategies for the protection of the environment and development of sustainable practices. The lecture programme has been designed to allow team teaching and guest speakers to participate in the course if and when required. Lectures will support a learning programme based principally upon discussion of case studies supported by group tutorials.

610 Principles of Marketing

This course is designed to introduce students to contemporary marketing practices and philosophies. The students will gain an understanding of these processes both in theory and application. The role and importance of marketing will be appraised within the framework of the hospitality, tourism and leisure industries. During the semester, students will explore key concepts and functions of marketing and will be asked to apply these to a range of business contexts.

611 Legislation and Contractual Law

In this course students will be provided with an introduction to basic principles of Anglo-American law relating to business, and some comparative law. The course will develop students' knowledge of contract and tort, and specific statutory provisions relating to business, e.g. consume protection, sale of goods and some elements of employment contracts. It will include elements also of the Civil Law system (which originated with the Code Napoléon in France) but will aim to add awareness of the different legal systems in Europe, while being rooted in the Anglo-American experience. It will also provide an introduction to corporate personality, partnerships and company law, and will encourage the study of different forms of dispute resolution and their analysis, as well as the specific solutions to contractual problems.

612 Economics for Business

The course provides a broad overview of the economic context in which businesses operate. It provides the foundation for interpreting economic events and issues such as inflation, unemployment, and the role of money, aggregate supply and aggregate demand and the role of governments in regulating economic activity. In particular, monetary and fiscal policies are discussed as tools used by state authorities to stabilize the business cycle. The course also covers aspects of the behavior of individual agents and their interaction within market structures such as perfect competition, monopoly and monopolistic competition

613 Knowledge Management

An integrated approach to the use of information technologies for the purpose of knowledge management in service industries will be taken in this course. The benefits and implications of selected technologies will be explored and key issues pertaining to knowledge management applications will be highlighted.

616 International Tourism Planning & Development

This course seeks to introduce students to the principles and reasons behind tourism planning and development in a global context using examples from the developed and less developed world in a variety of contexts. The course will focus on the role of appropriate planning in optimizing the impacts of tourism on the economic, socio-cultural and physical environments. The concepts of destination competitiveness and sustainability will be central to course content.

617 Change Management

This course considers the dynamics of change and the management of organizational change. Students will be exposed to what leaders need to know about change, change forces, change strategies, reasons for resistance to change, and ideas and methods for facilitating change.

618 Sales Management

This course aims to provide students with a sound theoretical basis in selling and sales management as well as the application of concepts and skills. A focus on selected key areas will see students called upon to identify their own personal selling philosophy and to develop customer-related selling practices. The art of professional sales presentation will be explored and practiced. A grounding on some "real-world" sales & business scenarios

619 Leadership

This course considers a wide variety of different theoretical approaches used to define, describe and evaluate leadership. Through a process of critical evaluation and reflection, students will be able to appreciate how individual, organizational and cultural factors can influence the effectiveness of leaders, and this experience should enable students to develop their own leadership style.

630 Essentials of Brand Management

This course examines the brand from an individual and strategic perspective, looking at how one builds and sustains brand equity in the marketplace. The focus will be on the meaning of brands, and on how they can be positioned through appropriate design, delivery and communications.

631 Economics for Hospitality, Tourism and Leisure

This course is designed to offer those involved in the business of hospitality, leisure and tourism, an understanding of how economics impacts the work of business. It provides the foundation for interpreting, analyzing and evaluating economic concepts within the applied framework of the hospitality and tourism sector. The course seeks to combine theory and practice with special focus on theories which are relevant to this industry

640 Entrepreneurial Wealth Management

A hands-on theoretical and empirical approach to entrepreneurial wealth planning and management. Topics include: Characteristics of Successful Entrepreneurs, Entrepreneur's Life Cycle, Start-ups, Growth Companies, Liquid Wealth Management, Behavioural Finance, The Family in Business, Wealth Management & Planning for Entrepreneurs (Family Business), Foundations & Community Projects.

641 Multinational Financial Management

This course is designed to provide you with an understanding the financial issues faced by multinational corporations engaging in activities throughout the world. It will provide you with tools to better analyze the mechanism of currency exchange and the valuation of international projects.

642 E-Commerce

This course focuses on electronic commerce, applications, technologies, and tools that are used to conduct business in hospitality and Tourism on the World Wide Web. This course also aims at exploring the Internet's role in the decision process that organizations go through in analyzing and purchasing goods and services. Students will acquire the knowledge of how electronic commerce and the use of computer networks improve organizational performances. E-commerce is closely related to Management Information Systems / Information Systems and therefore some topics of this subject will be closely interlinked. Students will develop a wider understanding of the digital evolution under which today's society is being transformed and will be able to associate this to the importance of current mass collaboration on the World Wide Web

681 Management in the World of Sport and Entertainment

The event industry is an industry in its own right that is closely linked with the sport and entertainment industries. During the last decade, in particular, the growth of mega-sport events has raised enormously the industry's profile. The purpose of this course is to provide students with a theoretical understanding of the skills and techniques needed to succeed in this exciting and dynamic industry.

682 Introduction to Spa Management

This course provides an overview of the evolution of the spa industry from ancient civilizations to new frontiers of convergence integrating spas, medicine, healthcare and hospitality. In the context of spa operation, the course will explore how spa operations interface with housekeeping, front office, food and beverage, sales and marketing, accounting, property maintenance, human resources management

and information systems. Other topics will include: promotions, legal, ethical and insurance issues, software programs, inventory control, client file management, and privacy issues. The course will provide guidelines for optimizing energy efficiency in facility operations including design, energy, and water and waste management.

683 Operations Management in Tourism & Leisure

The course will develop concepts and refine issues surrounding tourism and/or leisure operations. Students will study the management of operations within the tourism and leisure sector, including capacity and yield management, product design and distribution, and quality management. Emphasis will be placed on understanding the practical environment and issues within which businesses operate, and on specific operations management tools and practices. Case studies will be used to develop students' knowledge across a range of operations and sub-sectors covering the tourism and/or leisure supply chain. Students will be encouraged to maintain a high knowledge of contemporary issues affecting their industry.

684 Managing Hospitality in Events

The course introduces the role function and management of hospitality in event staging reference to food and beverage management. The responsibilities of event organizations for the skill, care and due diligence of their own operations and staff, and those of contractors and other agents will be evaluated. There will be a particular focus on the development of corporate and VIP packages, and diplomatic protocol at major events. Students are encouraged to develop the competences required to plan, organize, lead and control the hospitality function at events

685 Fundraising for Not-for-Profit Events & Organizations

This course will present the principles and methods of raising funds for not-for-profit events and organizations from individuals, business, government agencies and foundations. This will include the knowledge to develop and implement effective fundraising programs that draw from a variety of sources, with a focus on building and maintaining business relationships as the foundation for adding client value.

701 Dissertation (for honors students only)

This course is to carry out academic research to write a 10,000-word thesis on a chosen topic in the hospitality and other service industries. One-to-one tutoring is held on a regular basis but overall emphasis of the course is placed on a self-regulated learning and research activities.

702 Community and Sustainable Development

This course will enable students to relate the principles of community and sustainable development with the emphasis upon fragility of the environment and the role of stakeholders by building upon core themes developed within the degree program. In order to achieve this, themes will focus upon the role of the community and stakeholders upon the planning and implementation of sustainable practices and planning techniques. Students will evaluate systems of implementation and control in relation to issues within the political, economic and socio-cultural spheres in terms of destination management within fragile communities. Lectures will support a learning program based principally upon discussion of case studies supported by group tutorials.

703 Property Asset Management

A theoretical and an empirical approach to creating value in hospitality real estate property through asset management. Topics include the real estate in a portfolio, the asset management process, disposition or holding decision, controlling and renegotiating management contracts, capital expenditure decision, asset risk and return analysis, refinancing decision, and analytical tools for property-level valuation.

704 Systems Analysis for the Hospitality & Tourism Industry

This module aims to introduce students to a range of problem solving approaches suitable for situations where neither problem nor solution are well-defined, as for example in the Travel and Tourism, and Leisure Industries. Applying Systems Thinking, students will investigate and analyse a 'problematic situation' in order to facilitate improvement, including the design of operational systems where appropriate.

705 Human Resources Strategy

This course will develop a conceptual framework that draws together the principles of strategic management, strategic planning, environmental analysis, human resources planning, strategy implementation, and principles of evaluation. Case studies, that provide exemplary examples of strategic human resources practices, will be studied throughout the course in order to develop students' ability to apply theoretical understanding to real life situations.

706 Portfolio Management

This course is to provide a rigorous overview of the portfolio management. Topics include: quantitative methods for investment analysis, portfolio management, equity investments, debt investments, derivatives, funds management, alternative investments, and portfolio managers' performance evaluation. The course is also designed to prepare students for a professional certification of CFA (Chartered Financial Analyst) Examination (Level 1).

707 Industrial Employment Culture

This course enhances students understanding of recruitment strategies by leading hospitality, tourism and leisure organizations offering students employment and internships. Students will be exposed to a number of presentations and interviews in order to be able to discriminate between different organizations culture and recruitment/ employment strategies for first destination jobs.

708 Independent Research Study

The independent research study brings together and culminates all the learning experiences through the development of a final research proposal through to the completion of their research study. Each student is required to develop a research study which is based on the potential business planning for a new hospitality, tourism or leisure-oriented concept, or a diagnostic review for an existing organizational problem, the solution to which may be researched in both the fields of management research and corporate/organizational strategies.

709 Services Marketing

This course will examine the service experience from the point of view of both the internal and external customer. The relationship between human resource management and marketing goals will be discussed and analysed in light of theoretical models that link these two areas. Students will be called upon to research and evaluate specific issues within the framework of service management in order to evaluate the application of theory to practice.

710 Conference and Exhibition Management

The course will examine the conference and event sector with a specific focus on large scale events in the Meeting, Incentive Travel and Exhibition (MICE) sector and sport. Demand and key trends will be analyzed alongside the emergence of competition between destinations for event business. The role of Professional Conference Organizer (PCO) and Destination Management Organisations (DMO's) in mobilizing tourism, leisure, accommodation and transport partners will be examined together with 'host city' bid processes and strategic planning

711 Integrative Business Simulation

This course aims to consolidate all elements of management including decision making and coping with decision outcomes. Elements include finance, rooms division, food & beverage, marketing, human resources, operational and strategic management. Students will be working with a specific destination and "real life" pressure in running a "computerized hotel simulation".

712 Corporate Finance

This course is designed to develop the analytical tools and concepts of corporate finance. This course focuses on corporate investment and financing decisions and on analyzing and managing the elements of a comprehensive financial strategy. It will provide a theoretical and empirical overview of major topics in corporate finance. The course has two objectives, the first is to develop the theory underlying corporate investment and financing decisions; the second is to understand how to use the theory to analyze the impact of these financial decisions on the value of a company.

715 Managing Visitor Spaces for Tourism & Leisure

The management of the places in which Tourism and Leisure are consumed is examined by reference to three separate forms of visitor space: visitor attractions, urban (mixed use) leisure development, and national parks. Students will analyse location factors, visitor management and the impact of interpretation, design and management on the quality of the visitor experience. The significance of culture and belief systems will be considered, and the place and contribution of visitor spaces to society.

716 Training and Career Development

This course aims to develop knowledge, skills and attitudes related to the strategic processes of training and career development to develop and sustain the human capital of organizations. The critical areas of: strategic training and development, needs assessment, instructional design, learning theories, transfer of training, technology in training and learning, issues related to career management, including career development and talent management will be examined. Respective theories will be examined in terms of how theories, evaluation and research are used in business practice

717 Corporate Social Responsibility & Governance

The purpose of this course is to illustrate 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 & Minow, 2008, p. 6).

718 Entrepreneurial Finance

This course is designed to develop the analytical tools and concepts of corporate finance. This course focuses on corporate investment and financing decisions and on analysing and managing the elements of a financial strategy. It will provide a theoretical and empirical overview of major topics in corporate finance. The course has two objectives. The first is to develop the theory underlying corporate investment and financing decisions; the second is to understand how to use the theory to analyse the impact of these financial decisions on the value of a company

719 Cost, Price and Revenue Management

This course focuses on two elementary parts of the decision making process on how a firm is to sell its products: how to forecast the demand and how to set the best prices for the products offered. The first part of the course discusses how forecasts are used by organizations and how they are produced. This part will introduce the basic statistics of time series analysis and examine exponential smoothing and regression analysis. The evaluation of such forecasting methods will also be explained. Next, optimal pricing and price differentiation including the problems arising from this are introduced and analysed. Following this the course discusses the use of revenue management tools and practises on the tactical level and finally current topics and theories of strategic importance in revenue management are introduced.

722 Assessment Center

This course enhances students understanding of recruitment skills in pre-preparation for graduation and entering the service industries. Students will be assisted through presentations and individual interviews in their understanding and development of interpersonal skills, building upon their profiles in order to make the transition into first destination jobs

724 NGO Management

The course examines the main types and purposes of Non-Governmental Organisations (NGOs), and analyses how they should be structured and governed. Key areas of campaigning, financing and volunteer management are discussed through case studies, real-life examples and practical exercises, highlighting the differences between for-profit and non-profit organisations.

725 The Business Portfolio

This course is designed to enhance students' ability to critically analyze the impact of key themes effecting hospitality, tourism and leisure industry through critical essay writing. The course will review key themes through case studies or other media sources. Students will develop a portfolio of critical essays to supplement their study program. The key themes will cover socio-economic, economic, geo-political and cross cultural issues facing modern hospitality, tourism and leisure enterprises. The essays will demonstrate the students' ability to be critical, reflective and analytical where key issues have been contextualized through research and other sources of information. The final essay will be written within time limits set and must be passed for the issue of the degree.

728 Sport, Entertainment and Media

This course examines the relationships that exist between the media and the world of sport & entertainment, including the roles newspapers, magazines, radio, television and new technological media have assumed in reporting sports. The course also examines the development, organization, objectives and performance of the media as well as the technology they use.

730 Contemporary Issues in Marketing

This course is designed to enhance students understanding and critical analysis of the impact of events upon the hospitality, leisure, tourism, and sports industries. The course will analyse case studies and reviews of recent events including technology, socio-economic, political, cultural or natural disaster effects upon the marketing of destinations for hospitality, leisure, tourism, and sports products and services.

731 Transport Systems

This course aims to provide an analytical framework for students to develop an understanding of the nature and dynamics of contemporary passenger transport systems. The course is global in scope and students will study the operational environment in which transport systems evolve from political, economic, technological, legal, environmental and business perspectives. The means by which passenger demand is stimulated and satisfied by pricing and convenience of transport tracks will be explored, for example the growth of "hub and spoke" systems for air travel. The impact of competition and the emergence of new business models for transport operators on transport systems will be explored. The content of the course is current and dynamic and it should be envisaged that students should be flexible and be able to assimilate information from contemporary global events impacting upon transport systems as appropriate.

740 International Marketing

This course will enable students to relate the principles of marketing to the practical processes of marketing strategic management in the international context. In order to achieve this, themes will focus upon product development and planning techniques where systems of implementation, evaluation and control will be considered in relation to issues within the political, economic and socio-cultural spheres. Lectures will support a learning programme based principally upon discussion of case studies supported by group tutorials.

742 Property Asset Management

A theoretical and an empirical approach to creating value in hospitality real estate property through asset management. Topics include the real estate in a portfolio, the asset management process, disposition or holding decision, controlling and renegotiating management contracts, capital expenditure decision, asset risk and return analysis, refinancing decision, and analytical tools for property-level valuation.

741 Destination Marketing

This course seeks to provide students with a framework from which they can recognise the nature and challenges associated with destination marketing in a wide variety of situations and from a global perspective. There will be a focus on the creation of the integrated marketing of destinations in terms of location, accommodation, access, attractions and other relevant factors including sustainability. The course will include strategies for destination competitiveness together with analysis of the nature of the competition between different kinds of tourism destinations in a global environment where market differentiation to consumers can be critical for success. Methodologies for measuring the success of destination marketing and branding will also be considered and criticised.

743 International Human Resource Management

This course examines the challenges facing managers that are competing in a global economy. Participants will learn how to combine concepts and models of analysis at different levels of management to enhance their understanding of people management in an international environment. In particular, we will devote our attention to the role of managers facing communication, decision making and handling conflict based on personal, team, management and organizational requirements for a multicultural workforce. An appreciation for the complexities inherent in the process of employing and developing people in organisations which operate globally will enhance HR policy making for multi-cultural, international companies. A greater understanding of the different approaches to HRM will guide the HR practices that may be possible in multinational companies when selecting, preparing and supporting personnel for expatriate assignments and their potential repatriation.

781 Sport Retailing and Merchandising

This course will provide an understanding of the underlying conceptual bases of sport retail operations and the role of retail marketing. The student will explore retail management functions: pricing and retail promotion, including licensing, trademark registration and merchandising of products in the sport and leisure industries, with regard to the contemporary consumer market for sports products

782 Casino and Gaming Management

This course examines the evolution, growth and management of gambling and gaming activities with a particular focus on Casino Operations. Contemporary global trends and growth will be evaluated by reference to social, legal and historical context of commercial gaming provision at local and regional levels. The design and operational management of casinos will be explored through examination of human resources, industry specific marketing strategies, and game revenue management. The development and growth of other gaming forms, including internet and on-line gaming will be critically reviewed.

783 Project Management Systems

The production of a festival or event is a project. The use of project management techniques and software from other industries has had a significant impact on the management of mega-events in particular. This course aims to consider the potential and limitations of project management when used in an event environment.

784 Contemporary Issues in the Entertainment and Leisure Industry

This course is designed to enhance students' understanding and critical analysis of the impact of contemporary changes upon the entertainment industry. The course will develop case studies and review the social, economic, political, cultural and/or natural developments, that impact on the structure of the entertainment industry and how it delivers products and services. Management of risk and response to crises will be evaluated, as will long term strategies for the development of international markets.

785 Financial Management and Planning for Events

This course builds on the knowledge and skills attained in core subjects of the pathway. The student will analyse in which ways events are used strategically by institutions and evaluate methods of financial planning and administration in the hospitality, tourism and leisure industries. As an income stream, students will be required to contextualise events as a catalyst for financial and economic development.

13. GENERAL EDUCATION

The following General Education courses may be exempted or may be challenged for credit, depending on the student's entry qualifications (see chapter 18, point 3). However, students are advised to start one foreign language if possible at this stage.

109 Voluntary Services

The aim of this course is to help students understand the importance of contributing to the community benefits by achieving determined tasks and taking responsibilities. It covers different areas of the institute 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.

120 English for Academic Purposes (Intermediate)

This course aims to support students studying core courses in English by improving the accuracy and range of their English and by introducing them to the conventions of Academic English. Communication skills for cross-cultural environments are developed through guided reading, speaking and listening tasks, and task-based writing. Students learn to search for source materials, to paraphrase and to reference correctly. Additionally, linguistic perspectives are enriched through a critical introduction to a variety of business, professional and literary sources.

122 Information Technology

This is a student-focused curriculum which recognises the differing abilities of students and which familiarises 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.

140 French Beginners

This course aims to provide basic written and oral ability and to practise communicating and exchanging information at a level corresponding to the ALTE Breakthrough Level. Presentation of the vocabulary, grammar and situations of communication is by means of everyday texts.

143 Spanish Beginners

This course develops students' Spanish language by intensive instruction in structure of Spanish, with a focus on vocabulary building, listening and speaking skills, at the introductory level.

193 Psychology of Leadership

The purpose of this course is to introduce, or continue student development in understanding the concepts, styles and practices of leadership from a socio- psychological perspective. It will explore how leadership can directly and indirectly influence behavior and efficiency. Students will be encouraged to develop and improve a range of leadership competencies by working in groups throughout the course. Leadership theories, through the lens of social psychology, will be reviewed and applied to real-world situations.

194 Personal Development and Academic Skills

The purpose of this course is to develop the academic potential and professional development of students through an application of common skills. These include good organization, time management, research, team-building, and effective writing. The course aims to enhance the students' abilities to be academically and professionally independent by efficiently integrating study skills into their overall Associate Degree program. The key skills are attained in part through self-reflective, individualized action plans, while the course is delivered within both a class-based and self-study structures.

Included in this program are:

125 Foundation Mathematics

Help students to acquire a clear and thorough understanding of basic mathematics to be used in any management field. Students will learn how to easily integrate and apply these basic mathematic practices in specific areas such as accounting. NO CREDIT course

121 Remedial English

This course builds necessary tools in comprehension, communication and other verbal and intellectual skills in preparation for degree level of study. These will specifically include vocabulary building and oral competence. This is a no credit course.

200 Internship

The aim is 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, in Switzerland or abroad. GIHE prides itself on its excellent relationships with the hospitality trade and aims always to be transparent in both its contact with the industry and with its students.

220 English for Academic Purposes (Upper Intermediate)

The aim of this course is to enable the student to undertake degree studies with English language proficiency. Interactive approaches to linguistic fluency are developed through guided reading, autonomous learning and task-based writing. The course encourages critical analysis and referential comprehension of literary, historical or professional texts using research, data interpretation and referencing. It requires students to write clearly structured, analytically sound and persuasively argued essays. Students are introduced to social, geographic and cultural aspects of English as a global language.

240 French Elementary

This course aims to introduce students to the French language and culture and to provide practise in four skills – listening, reading, speaking and writing – related to the Breakthrough level 2 of the CEFR.

243 Spanish Elementary

The aim of this course is to develop the students' Spanish language skills through intensive instruction Spanish, with focus on vocabulary building, listening and speaking skills, at the elementary level.

320 English for Academic Purposes (Advanced)

The aim of this course is to enable the student to undertake degree studies with English language proficiency. Interactive approaches to linguistic fluency are developed through guided reading, autonomous learning and task-based writing. The course encourages critical analysis and referential comprehension of literary, historical or professional texts using research, data interpretation and referencing. It requires students to write clearly structured, analytically sound and persuasively argued essays. Students are introduced to social, geographic and cultural aspects of English as a global language.

324 Advanced Information Technology

The aim of this elective is to enable students to gain external, internationally recognized qualifications at Expert level and to have the ability to apply these skills in other courses and in the business environment.

325 Principles of Geopolitics

The course provides a foundation for understanding global economic and political systems in an era of shifting borders, restructuring economies and regional realignments. The course covers topics in areas of population, natural resources, and international trade. Contemporary geopolitical changes will be portrayed and real-world media examples will be used. The students will be encouraged to explore the most important political, economical, geographical, and historical issues affecting global service industries.

326 Advanced Academic Support

Student learning potential and professional development is enhanced by the effective application of common academic skills, such as: using databases, referencing, research, life/work balance, team-building, writing, and so on. The purpose of this course is to enhance students' ability to be independent and successful in academic study and the work place by integrating effective skills into their courses. Students will also attain skills aligned with their individualized action plans.

327 Communication

This course treats the dimensions, challenges and processes of human communication. Its aim, within a multicultural framework of hands-on, interactive simulation and production, is to enhance students' interpersonal communication skills. Emphasis will be placed on the development of effective listening techniques, the delivery of basic team and individual speeches and business writing, including reports, memos, e-mails and letters.

340 French Intermediate

This is an introduction to French language and culture, designed for use in social and work contexts and to develop the four skills – listening, reading, speaking and writing – at the level of A2 CEFR / ALTE 3.

350 Community Development and Service Learning

The course provides an interdisciplinary theoretical and practical foundation for understanding community development issues when building healthy communities based on social justice, equality, mutual respect, collective action and community. It would enhance shape & empower students' involvement in community/neighbourhood. And also, strengthen social awareness, relationship building within and outside GIHE community. Community Development will also provide a framework for service learning in the community through 'voluntary' participation at GIHE events and as such the course will use examples, readings and practice to demonstrate how to put community service learning concepts and theory into action.

411 The Road to Rock and Roll

Rock & Roll is an internationally recognized musical genre which has formed the foundation of contemporary popular music. The course will investigate the complex musical and cultural origins of the genre and will introduce students to appropriate critical / evaluative concepts and skills. Additionally students will be encouraged to discover and develop their own musical abilities - whatever their pre-existing expertise. We will consider the basic emotions, impulses and forms which underpin Rock & Roll through blues, jazz, country, gospel etc, and their ensuing legacy in today's contemporary music scene. Students will also be encouraged to investigate the influence of Western Popular Music on other cultures.

420 Critical Reading of Literature in English

This course aims at the analytical reading and evaluation of texts in English, including translations of literary work from other languages, and across a range of historical periods. The focus on the genres of poetry, drama and prose is designed both to introduce students to the pleasures of critical reading at sophisticated levels and to impart techniques that enable a reflective understanding of literature. The objective will be to combine some modern theoretical approaches with the student's personal appreciation of language and literature. The classes will present the opportunity for timed assignments, and exams based on imaginative response and referenced research, as part of the overall assessment.

421 Architecture and Design

The course prepares students to evaluate, synthesize, analyse and comprehend the role of the architect in creating a meaningful environment in order to achieve a strategic understanding of the political, philosophical or other objectives of client organizations. Students will gain an understanding about various design concepts and their application to the construction process. Students will learn how to work with an architect, from the inception of a project through to contract completion and the guarantee period. Project Management theory and current practice is explained, as is the crucial role of the client organization in the construction process.

422 Natural Science

This course aims to enhance the student's understanding of natural science and core concepts that form the foundation of current scientific understanding. Students will deepen their knowledge of key biological concepts and their understanding of approaches and process in science.

423 Transactional Analysis and Experiential Art Therapy

This course is designed to enable the student to self discover and move toward an appreciation of their potential as an effective potent member of a team, group or organisation. The course examines the key principles of transactional analysis and encourages the student to use this as a method of self-understanding. Art Therapy workshops are used further to develop such self-awareness and self-reflection.

426 Text and Visual Arts

The module will focus on the verbal representation of visual images, and mediate the parallels between the two 'Sister Arts' in the ways they project or reflect each other. It will consider the history of this interaction from the classical writers, the Renaissance, 17th and 18th century landscape paintings, and Romanticism. However, it will focus on modern, modernist and post-modern artists. A selection of texts and works of art will exemplify their aesthetic and comparative relationships and focus on the creative process. Contemporary iconic applications in visual communications such as advertising, marketing, branding, and other types of popular publicity will be considered.

427 Microbes and Men: Health and Disease through the Ages

This module aims to introduce students to human disease defence mechanisms: innate and acquired immunological defence and medically applied treatments. It examines the evolution of disease patterns through the ages, and the development of medicine and technologies used in the healthcare system in response to these patterns.

430 Orienteering and the Interpretation of the Natural Landscape

Through a series of exercises and student-planned group walks the course will develop concepts and skills in objective setting, planning, action, and review. Students will develop map reading, route planning, orienteering skills, and geographic understanding. Students will develop an understanding of relevant issues including weather, climate, landscape forming processes, risk assessments, first-aid and emergency procedures. The group work will develop an understanding of effective team work and leadership, and the walks will encourage an appreciation of landscape, flora and fauna, and how man utilizes and manages the environment.

431 Music in Historical, Cultural and Social Contexts

The course will investigate the history of music from the Middle Ages (with its roots in Ancient Greek theories of harmony) to the Pop Music of today by exploring theory, form, major composers and movements, within their cultural and social contexts. It will correlate the common roots of styles and demonstrate the development and influences and the cross-cultural aspects of Western / Eastern and American music vis-a-vis the music of Eurasia, Africa and Asia. It would employ critical analysis (musical and socio-historical) to stimulate intellectual and emotional awareness of personal and public meaning in music.

432 Wellness, Wellbeing and Health

This module aims to introduce the students to the complex relationships between Wellness, Wellbeing and Health. Students will consider differing values, beliefs and responsibilities in relation to health and wellbeing, general and personal contributions to disease prevention and health promotion. Causes and risk factors of infectious and chronic diseases including demographic and geographic influences on health and disease; and the effects on society. Differing approaches to health promotion and control of disease.

433 Nutrition for Health and Performance

This course aims to provide students with a basic understanding of human nutrition. The various modules are designed to give the student a deeper appreciation of the link between optimum nutrition, health and performance (mental and physical). The topic "obesity epidemic" will be introduced along with basic concepts of weight management. During the course students will have the opportunity to assess their personal dietary habits and exercise routines. They will also gain an understanding of the real benefits of special diets, and so-called performance-enhancing food supplements.

434 Drama and Performance

This course is designed to expose the student to a variety of environments and stimuli designed to assist them in the development of the creative, analytical and communication skills and appreciations associated with the dramatic context of the Western theatre. It is expected that through these experiences, students will develop transferable skills that broaden their wider understanding of their own and others attitudes, behaviour and expressions in professional and personal lives.

436 Organizational Communication

In today's organizations, employees communicate with a range of audiences in a range of different contexts, making communication strategies equally important. This course will cover a range of topics central to an understanding of communication in various types of organizations. Particular emphasis will be placed on intercultural settings, changing environments and uncertainties in our globalized society. Media/film analysis and case studies will be the methods to investigate communicative relationships in organizations.

437 Aspects of Non European Culture through Film and Literature

The aim of this course is to examine five non-European and minority cultures through film and literature. In literature and film, conflict and the assertion of an identity are essential to create a story, involve the audience and reader, and take them on a journey of discovery as the protagonists seek to find resolution. Using both film and literature as guidelines, students are encouraged to examine and develop an awareness of five non-European cultures: Maori, Inuit, Tibetan, Indian, Native American. Students will study their evolution, their unique existence based on rites and customs, and their ability to thrive and survive in the face of adversity.

438 Models of Medicine: A Comparative View of Traditional and Contemporary Approaches to Health and Disease

This module offers a comparative exploration of four models of medicine: Traditional Chinese medicine; Ayurvedic medicine; Western herbal medicine; Biomedicine. The course will focus on a common theme in each system, the use of medicinal plants and extracts. It will consider the relative contributions of traditional and modern systems to contemporary health problems..

439 Interpretations of Conflict through Text, Movies, Music

This course will explore and evaluate American (USA) and other literary responses to a range of military conflicts through time and will explore writers' strategies and readers' responses to the portrayal of conflict. Texts for study will include poetry, short stories, novel and reportage extracts, letters, songs and films. The course contextualizes conflict and its portrayal, examining a range of emotional and social attitudes to courage, heroism, patriotism, pacifism, scepticism, morality, masculinity, women's roles, etc. We will evaluate how cultural portrayals of, and attitudes to conflict have changed through time, and consider the relationships between 'facts' and fictions. The course will develop creative and analytical skills to enable evaluation and comparisons in terms of literary, social, cultural and political contexts.

440 Upper intermediate French

Continue language both spoken and written to achieve ALTE level 3

450 Social & Developmental Psychology

This course aims to introduce psychology as a social science and explore its uses as a field to inform personal and professional life. Social psychology will be introduced as a science that explores social influences on individual behavior, and developmental psychology as a science that examines how personality growth changes how individuals interpret and respond to their social environment

451 Western Civilization

The course provides a foundation for understanding the basic tenets of western civilization, including its history, the development over the centuries and its spread throughout the world. It will look at how it has influenced culture, social norms, ethical values, traditional customs, religious beliefs, and political systems. The course will consider Greek, Roman, Classical and Renaissance cultural influences, emphasizing artistic, literary, philosophical, religious and legal themes and traditions, and look at the heritages of Latin, Celtic, Germanic and Hellenic linguistic groups. It will also consider how Western civilization has had an effect on countries marked by European emigration.

452 Introduction to Sociology

The course introduces sociology as a social science and focuses on how sociologists conduct their research and apply their findings to current social issues and problems. It looks at how sociology has developed a variety of perspectives to help groups and governments make effective policy decisions.

453 Innovation: How Mavericks change the world

Innovation is a new way of thinking or doing things. Unlike gradual, evolutionary change or improvement true innovation is revolutionary and the impact on society can be profound.

Innovators themselves often are not conventional people. They think differently, refuse to accept the status quo and push the limits of knowledge and technology; many have been persecuted or rejected by society and obstructed by their peers. .

This course will combine elements of science, history, biography and sociology to explore the concept of innovation and its impact on society, positive and negative. We will look at the lives and backgrounds of selected innovators to try to understand what makes such people unique and what motivates them. We will look at a number of major innovations in two selected fields: communication and media; life sciences and medicine. For each we will explore the nature of the innovation, how it advanced current knowledge and capabilities, how it was received and its short and long term impact on society, both positive and negative. We will discuss the use and misuse of innovations, particularly in the life-sciences and the moral issues they raise for inventors and society.

Though the focus of the course is technical innovation, students will be encouraged to explore the extent to which the basic concepts of innovation are applicable to other fields such the arts, business and politics, and to consider cultural/cross-cultural contexts.

454 Counselling and Negotiation toward Solutions

This course aims to provide students with an understanding of how questioning techniques can be used with skill and diligence in guiding human behaviour to be more focused in problem analysis and step-by-step implementation of optimal solutions. The course will enable students to develop these skills through self-reflection for the labelling of feelings in recognition of symptom affirmation, the diagnosis of causal relationships, the interpretation of surrounding events and the realization of a prognosis for subsequent response and consequential action.

494 IT in Business and Society

This course introduces Information Technology in business (corporate environment and professional life) and society (societal environment and private life). This course will explore the impact of information and communication technology and systems on people and organizations as well as associated management and decision making issues. Basic concepts as well as best practices will be researched, analyzed and discussed. Students will work on a number of specific topics pertaining to the digital economy and the information society..

500 Internship (Bachelor Degree)

The second internship is designed as an opportunity to experience another work environment with opportunities for supervisory experience. The Student, irrespective of post, will be expected to develop skills of observation, reflection and planning. The student will be expected to present a '*reflective practitioner*' report at the end of the internship.

614 Philosophy and Ethics

The objective of this course is to build a heightened awareness in the students as to the necessity and value of a sound ethical foundation in business. Students will study the different fundamental theories of ethics (Deontological, Utilitarian and Societal) as well as the major philosophers such as Mill, Kant Machiavelli, etc.). Students will learn the fundamental process for self-evaluation and also methods to test and apply the theories in their own working life.

620 Research Statistics

This course is designed to provide students with the necessary methods to support decision-making using statistical tools. The module covers descriptive and inferential statistics as well as forecasting methods; these are useful techniques that can be applied by the management in the hospitality and tourism industry. This module also aims to dispel the fear which students may hold for mathematical and statistical techniques. Finally, statistical computer software is used to support and illustrate the methods introduced during the module and to solve business problems.

621 Media and Arts

This course seeks to develop the student's abilities to decode art forms, moving from emotional standards to an appreciation of the cultural representation of a variety of works. The course will help to stimulate an awareness of artistic styles and to contextualize art and the media in a historical perspective that seeks to uncover its meaningfulness in peoples' lives.

622 Research Methods and Report Writing

To develop students awareness and understanding in the application of appropriate research philosophies, strategies, approaches and techniques to the completion of an undergraduate dissertation. It will enable and enhance student's communication and presentation of information utilizing different techniques.

623 Words and Images

The overall aim of the course is to develop the student's understanding of the expressive use of English through critical analysis and creative practice, and to link the skills and insights gained to the creation and study of images. As far as possible the route to an understanding of the mechanisms of the structures of both verbal and visual language will be the student's won experience, in the form of activities throughout the course. The course will also introduce the idea of art and design as visual language, which will offer to varying extent, the opportunity for a shared, common experience for a group from different cultural backgrounds. Material presented will be the basis for individual student responses to common themes in a variety of media

624 Art History and Appreciation

The main objective is to encourage the student to develop a critique of art and artists in appreciating style, technique and experimentation in aspects of art history, by studying paintings and artefacts, especially portraiting

625 Organizational Behavior

This course aims to provide students with an understanding of how sociological theories can be used to describe, explain and predict human behavior in organizations. More specifically, the course will cover topics related to individual decision making, values, motivation, group dynamics, inter-group behavior and organizational culture and structure.

626 Business Research Methods and Report Writing

The aim of this module is, therefore, to produce a business research proposal that responds to an industry based problem or business opportunity. The industry chosen must be related to the students' individual pathway. The student is to position themselves as a newly appointed member of the management team of a business organisation (either real-life or fictional), identify the problem, and design a research plan to find the potential answer to this business problem. It is, therefore, an applied research project where the student is required to take the position of an internal consultant, who uses formal statistical methodology to analyse their industry based problem. As the module is restricted to the use of data collected from secondary sources only, the focus is more on the applied nature of pure research methods rather than the theoretical justification of primary research methods, whilst still maintaining an academic perspective.

627 Media and Society

The course examines how media influences our everyday lives and why it is important to our comprehension of our social realities, culture and environment. The module aims to create a critical framework for an understanding, cognition and evaluation of the different forms of media, and how advertising, film and TV interact to affect various aspects of society, including leisure, tourism and sport. Also assessed

are gender roles and stereotyping in consumption, product profile and purchase, and the impact of media on social behavior.

628 Photographs: People and Places

In this course, students will explore the theory and practice of the photo essay. This is not a technical course but will consider observation and narrative through the means of the camera. The course will balance creative practice with the support of appropriate theory. Work of leading practitioners from the history of photography will create the backdrop to the course and appropriate visits will develop the students' experience. The primary theoretical study will be of the paradigm of verbal language versus the image and the object. Students will use the visual resources of the locality and the region to research and create their photo essays. We will consider something of the images of the region itself and the people who have lived there.

629 Governance & Policy Making - Looking Behind Closed Doors

The aim of this course is to build students' appreciation of how governance systems function, how public policy is developed and how the sectors of the service economy are affected by, and can influence, the formulation of public policy

650 America: Dream and Reality

Is America an 'exceptional' culture? What does it mean to be 'American'? Why are our attitudes toward America so full of contradictions? How has America come to have such a strong hold on our imaginations? Why does America act as though they have the right to interfere in the wider world? The course will discuss these and many other questions, drawing on a wide range of cultural artefacts (literary, political, artistic, musical, architectural, personal and media texts), on historical and geographical factors, and on appropriate cultural and other theories. Through a range of thematic topics, we'll explore public and private life, domestic and external views, high and popular culture, and we'll consider how these have changed through time. The significance of myth will be central to our investigation, and we'll analyse the ways in which power is exercised through culture and its artefacts. Students will have the opportunity to make comparisons with their own cultures, and will choose (with the guidance of the lecturer) a specific signifying object of American culture for analysis.

651 Applied Statistics for the Hospitality, Tourism and Leisure Industry

This course has been designed to provide the students with a foundation in developing their application of techniques to problem solve business scenarios. Students are exposed to a variety of techniques covering descriptive and inferential statistics to support their Business Essay or Independent Research Study project in the final semester. Contemporary examples are taken from the hospitality, tourism and leisure industry to underpin the students' development of knowledge and application of appropriate techniques for data collection, presentation and analysis. The course will further develop students skills in the use of Excel and its tools to assist in the data analysis and presentation to a wider audience.

652 Chemistry in everyday life

The aim of this course is to provide a broad knowledge of the various fields of chemistry with emphasis on relevance to present-day problems in the environment and society.

653 Business Writing and Presentation

This course is designed to provide students with an appreciation of the importance of clear communication in the business and academic environments. Students investigate the main communication channels commonly employed in business both internally and externally, through the use of fundamental communications theory. Practical guidelines for real-world application are provided and validated and be able to employ supporting data and material that is effectively presented.

720 Theater and Music in Everyday Life

The aim of this course is to build students' appreciation of the different factors that are essential for an understanding of theatre, i.e. the spectator's role, the interaction between text and interpretation, the role of décor and props etc. Knowledge gained in these areas will be linked to presentation skills and everyday life situations to help students appreciate the role of theatrical styles. The course also aims to explore the effect of music on atmosphere and its relationship with décor and script.

721 Environmental Management

The main theme of this course is 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 will be analysed and students will be encouraged to research from a variety of differing viewpoints in order to gain a deeper understanding of environmental pressures. By the end of this course students should be able to understand the complex relationships between man, the economy and the environment.

723 Science and Society

This module aims to equip students to look at science, and current scientific advances in a critical way. This will develop their understanding of the potential impacts of these advances for people, organisations and structures in society.

750 Psychology in Action

This course introduces students to some of the key topic areas in psychology. It demonstrates how knowledge gained from studies of mind and behaviour can be applied in a practical and useful way in an everyday setting.

751 Managing Social & Cultural Spaces

This course aims to provide students with an understanding of how sociological - anthropological theories and models can be used to explore and describe social and cultural spaces of everyday life and practice. The studies will include understanding different ways of sense making; different cultural values and identities, different worldviews, different belief systems that influence social and business relationships across borders. The main anticipated goal of this course is to provide professional entrepreneurs and business innovators with social and cultural skills for managing people; space and place domains across cultures.

752 Film Production and Design

This course addresses the fundamentals of creative film writing, vocabulary, artistry and basic digital film production. Here, you will develop a sense of aesthetics and the ability to critically analyze / create a film by viewing, evaluating, discussing and writing about a variety of topics related to pre – production, production and post-production. The student's individual ability to be creative, imaginative and to communicate in film form is challenged and extended through the theoretical and practical content of the course. The course develops a strong awareness for creative writing and materializing this vision through production of a microfilm.

Over the past few years, the ways we produce, use and even think about digital films have undergone a profound transformation. The use of mobile phone technology has spawned endless opportunities to create digital narratives. Also known as microfilms.

753 Botany: Plants, People and Culture

This module will explore the science of Botany alongside an ethno botanical study of the ways in which the properties of plants have shaped different cultures and how people in turn have shaped the properties of the plants. The chemistry and structure of plants will be placed in the context of the uses of plants in both indigenous and industrial cultures. Students will have the opportunity to develop skills in botanical identification and an appreciation of the importance of the rich diversity to be found in the plant kingdom

14. GRADUATE SCHOOL PROGRAMS OF STUDY

The overall objective of master's level business and management degrees is to educate individuals as managers and business specialists, and thus to improve the quality of management as a profession. Master's degrees add value to first degrees by developing in individuals an integrated and critically aware understanding of management and organizations, and assist them to take effective roles within them. The purpose of these degrees is fourfold:

- the advanced study of organizations, their management and the changing external context in which they operate
- preparation for and/or development of a career in business and management by developing skills at a professional or equivalent level, or as preparation for research or further study in the area
- development of the ability to apply knowledge and understanding of business and management to complex issues, both systematically and creatively, to improve business and management practice
- enhancement of lifelong learning skills and personal development so as to be able to work with self-direction and originality and to contribute to business and society at large.

A. MBA IN INTERNATIONAL HOSPITALITY AND SERVICE INDUSTRIES MANAGEMENT WITH LEADERSHIP OR MBA IN INTERNATIONAL HOSPITALITY AND SERVICE INDUSTRIES MANAGEMENT WITH MARKETING

B. ONLINE MBA IN INTERNATIONAL HOSPITALITY AND SERVICE INDUSTRIES MANAGEMENT

- SERVICES INDUSTRIES MANAGEMENT
- ASSET AND REVENUE MANAGEMENT
- MARKETING AND INNOVATION

Learning Outcomes

At the end of the Glion MBA program, the student will have developed specific competencies in hotel, tourism and related service industry management to:

1. Create environments to lead and motivate individuals, teams and organizations within a diverse and multicultural global business environment.
2. Critically analyze and question knowledge, theories and beliefs in functional disciplines such as marketing, finance, operations, and HR
3. Apply practical knowledge of sound industry practices to exploit strategic opportunities, manage effectively, and solve complex business problems
4. Critically analyze issues in technology management and innovation and their relevance for organizational success and competitive advantage
5. Make business decisions with reference to accepted industry standards of business ethics, corporate governance, and social responsibility.

Preparatory Knowledge Program (PKP) (course titles subject to review)

M911	Managerial Communication	0 credit
M913	Tourism	0 credit
M914	Economics for Business	0 credit
M915	Fundamentals of Accounting	0 credit

Core Courses

M901	Applied Business Project	6 credits
M902	Global Strategic Management	3 credits
M921	Managing Service Operations in the Evolving Business Environment	3 credits
M922	Human Resources Management	3 credits
M923	Data Driven Decision Making	3 credits
M931	Managerial Finance and Accounting	3 credits
M932	Hospitality, Services and E-Marketing Solutions	3 credits
M943	Revenue Management	3 credits

Marketing Specialization

M941	Marketing Research	3 credits
M942	Consumer Behavior	3 credits
M944	Integrated Marketing Communications	3 credits
M945	Brand Management	3 credits
M946	Design Management and New Product Development	3 credits

Leadership Specialization

M951	Managing Organizations, Ideas and Growth	3 credits
M952	Managing Technologies, Operations and Processes	3 credits
M953	Challenges of Leadership	3 credits
M954	Cross-Cultural Management of Teams and Projects	3 credits
M955	Entrepreneurship and Business Planning	3 credits

B. MBA IN INTERNATIONAL HOSPITALITY AND SERVICE INDUSTRIES MANAGEMENT**Introductory Module**

M900	Success Strategies for the Hospitality and Service Industries	3 credits
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Core Courses

M921	Managing Service Operations in the Evolving Business Environment	3 credits
M922	Human Resources Management	3 credits
M923	Data Driven Decision Making	3 credits
M931	Managerial Finance and Accounting	3 credits
M932	Hospitality, Services and E -- Marketing Solutions	3 credits
M902	Global Strategic Management	3 credits
M901	Applied Business Project	6 credits

Service Industries Management Specialization

M953	Challenges of Leadership	3 credits
M930	Sustainability in Hospitality and Tourism	3 credits
M940	Risk Management Systems in Hospitality	3 credits

Asset and Revenue Management Specialization

M943	Revenue Management	3 credits
M960	Property and Asset Management	3 credits
M961	Financial Strategy and Planning	3 credits

Marketing and Innovation Specialization

M920	Innovation and Product Research	3 credits
M944	Integrated Marketing Communications	3 credits
M945	Brand Management	3 credits

Self Design Option:

Students may choose 9 credits from any of the specialist options

C. POST GRADUATE ONLINE PROGRAM

Postgraduate Certificate in International Hospitality and Services Administration	18 Credits
Postgraduate Diploma in International Hospitality and Services Management	36 Credits

Glion Institute of Higher Education also offers online Postgraduate certificate and diploma opportunities for hospitality and service

industry professionals who are looking for shorter programs, or do not wish to engage in an applied business project. These programs are ideal for industry professionals who may not have the time to commit to the full Online MBA or who want to go deeper into the interactive content, but still want to progress professionally and network in a classroom of international professionals.

D. MASTER OF SCIENCE IN INTERNATIONAL HOSPITALITY FINANCE

Learning Outcomes

At the end of the Glion Master of International Hospitality and Finance program, the student will have developed specific competencies in hotel, tourism and related service industry management to:

1. Apply financial principles and techniques to structure, finance, and value hospitality-related projects.
2. Resolve financial problems faced by companies in dynamic market environments through the application of appropriate analytical tools.
3. Recommend global growth strategies and interpret financial performance for all stakeholders including non-financial manager.
4. Demonstrate substantial financial knowledge and strong competencies in hospitality related disciplines e.g. revenue management.
5. Design, create and evaluate new businesses from both an entrepreneurs' and investors' point of view.
6. Assume leadership roles to implement socially responsible decisions with reference to accepted industry standards and international corporate governance.

Bridging Courses (Requirement based on Individual Qualifications, except M912 which is a mandatory Preparatory Course)

M912	Business Computing for Hospitality	1.5 credits
M913	Tourism	1.5 credits
M915	Fundamentals of Accounting	1.5 credits
M917	Introduction to the Hospitality Business	1.5 credits

Campus Based Core Courses

M901	Dissertation/Applied Business Project	6 credits
M923	Data Driven Decision Making	3 credits
M933	International Managerial Finance	3 credits
M934	Trends in Financial Innovation	3 credits
M935	Entrepreneurial Wealth Management	3 credits
M936	Financial Leadership	3 credits
M943	Revenue Management	3 credits

Online Segment

M900	Success Strategies for the Hospitality and Services Industries	3 credits
M960	Property and Asset Management	3 credits
M961	Financial Strategy and Planning	3 credits

15. GRADUATE SCHOOL PROGRAMS – COURSE DETAILS

Courses below include those of the Master of Education, the Master of Business Administration, the Master of Science and the Postgraduate programs. Courses are listed in numerical order.

M901 Applied Business Project

This is a capstone course that builds on the material of the business research methods course. It presents students with the challenge of organizing and executing a small-scale management consulting project in teams. Students are expected to identify a suitable subject for study in the hospitality, tourism and related service industries and then develop a contract or team charter in collaboration with a client. The project provides an opportunity to conduct a project related to the needs of an employer or other organization of special interest. A variety of formats for the project report are acceptable including: a strategic plan for an organizational change, case study, academic style of dissertation, or industry analysis report. This course must be passed for a student to be awarded their Masters degree

M902 Global Strategic Management

This course considers the challenges and opportunities for service industries in contemporary global business environments. It explores strategies that are particularly pertinent to the international context and mercurial nature of business across borders. It will compare and contrast multiple perspectives on strategy with the aim of helping students to become both analytical and creative strategic thinkers.

M911 Managerial Communication

This course presents students with practical tools to improve their skills of interpersonal communication in the business world. The challenges of communicating across cultures are described and techniques presented for overcoming communication barriers. Ample opportunities are given to practice and develop abilities of verbal and written communication. Appropriate use of modern telecommunication technologies including Internet, email and mobile devices is discussed. Mastery of the skills presented in this course will build student self-confidence and self efficacy for further courses in the Masters curriculum. Emphasis is placed on the importance of good communications for career development and success.

M912 Business computing

This course covers the characteristics and importance of IT and networking technologies in business, development of skills in quantitative methods and software use required for good

M913 Tourism

This course will be a general introduction to the tourism industry, its nature and scope. It will focus on current issues facing the industry in a global context together with a consideration of some potential future challenges. Topics covered will include, the nature of the tourism product, destination marketing and branding, sustainability, impacts of tourism at the destination and issues around tourist transportation. The major objective is to create awareness and understanding of the complexity and diversity of what is considered to be one of the world's largest and fastest growing industries.

M914 Economics for Business

The course provides an broad overview of the foundations of macroeconomic policy, including GDP and inflation, unemployment, the role of money, aggregate supply and aggregate demand. Discussion of monetary and fiscal policies are discussed as tools used by state authorities to stabilize the business cycle. The course further covers microeconomic aspects of the behavior of individual agents and their interaction within market structures such as perfect competition, monopoly and monopolistic competition.

M915 Fundamentals of Accounting

This course is designed to provide an understanding of the basic rules of the accounting language and the issues and institutions which influence these rules. The course gives an emphasis on the translation of business and economic events into basic financial statements (balance sheet, income statement, cash-flow statement) and develops the ability to understand companies' annual report.

M917 Introduction to the Hospitality Business

The aim of this course is to develop students understanding of managerial and operational practices within the global hospitality industry. Particular emphasis is on performance at the level of guest-service encounter, sustainability and understanding consumer behavior to prepare students for the financial implications of this industry.

M921 Managing Service Operations in the Evolving Business Environment

The aim of this course is to understand and apply the practices of management in complex, rapidly changing global organizations. This course seeks to develop an understanding of the larger context in which businesses and particularly service organizations operate. The course covers the areas of political, social, legal, economic, technology, and environmental contexts accordingly. In addition, this course will develop an understanding of the new management paradigm that creates shared visions, employee empowerment and cross-functional, self-managed teams within hospitality and related service industries.

M922 Human Resources Management

This course examines the development of theories and methods of Human Resources intervention as a business partner in organizations. It considers how human resources decisions are influenced by forces internal and external to the firm. In particular it addresses the role of HR in managing performance, structure, learning, frameworks of meaning and change. Special emphasis is given to the subject area in a global context. It also concentrates on Managing Careers individually and organizationally

M923 Data Driven Decision Making

This course prepares students for conducting applied research and management consulting projects in business and management.

Students will study problem identification, research design strategies, sources and collection of data, and the analysis and presentation of data as applied to problem solving, decision making and strategic planning in organizations. The course will explore traditional techniques and methods of data analysis for research projects. The role of a management will be explained and a small group consulting exercise conducted.

M931 Managerial Finance & Accounting

A course that emphasizes the financial issues that managers of business units of all sizes face in risk management, valuation, financing, and investment decisions. Analysis is built around the objective of balancing the multiple demands and interests of a variety of stakeholders: shareholders, management, suppliers, distributors, employees, the local environment, tax authorities and others. The course employs a multi-faceted approach to managerial decisions.

M932 Hospitality, Services and E-Marketing Solutions

Marketing management fundamentals and electronic commerce are discussed as processes that explain the dynamic relationships between international corporations and their target markets and audiences. Analysis, planning, implementation, and program management are emphasized throughout the course as support functions for corporate strategy focusing on customer value for service industries. The major objective of this course is to understand the relationship between corporate (umbrella) and brand strategies that offer their customers emotional and physical value.

M933 International Managerial Finance

This course is to provide a solid foundation in principles and practices of multinational corporate finance. It is to prepare students to confidently handle the complex financial challenges faced by a corporation in a global setting. Topics include financial analysis, valuation, financing, risk management, capital budgeting, and mergers and acquisition.

M934 Trends in Financial Innovation

This course is to address financial innovation that helps private individuals and institutions share risks and smooth fluctuations in income and expenditures. This course aims to investigate cutting edge concerns within the financial community and the wider world.

M935 Entrepreneurial Wealth Management

This course is to provide a vigorous foundation on entrepreneurial wealth planning and management. It is intended as a vehicle for both entrepreneurship and intrapreneurship including topics such as characteristics start-ups, growth companies, liquid wealth management, behavioral finance, family businesses, wealth management and community projects.

M936 Financial Leadership

This course is to examine social responsibility from various stakeholders' point of views. Topics include the stakeholder theory, international corporate governance and social responsibility, socially responsible investment, IT standards and protocols and responsible global citizenship.

M941 Marketing Research

Knowledge of the trends in the international marketplace, consumer perspectives, and competition are essential to increase the odds of success with the services industry's marketing programs, developmental endeavors, and customer solicitation and retention efforts. This course provides a guide both to qualitative and quantitative research methodologies as well as to identifying key sources for information acquisition. The art of defining the marketing research problem and designing a research approach to inform hospitality and tourism manager's strategic decision making process is presented.

M942 Consumer Behavior

The study of consumers and their behavior is complex. The interrelationships between the individual consumer and his / her social realities offer insight into the motivations of how they consume their products, services and information. The way we feel about ourselves and each other influence our consumption behavior and consumer's behavior is evolving faster due to the rapid expansion of technology and its affects on information dissemination. Special attention is given to market segmentation, the analysis of consumer behavior, and the use of technology to inform hospitality and tourism managers.

M943 Revenue Management

In this course, revenue management is concerned with demand-management decisions and the methodology and systems to make such decisions. Organizations segment buyers by providing different conditions and terms of trade that profitably exploit segments' different buying behavior or willingness to pay and create brands to satisfy these segments' expectations while attempting to maximize revenues. Scientific advances in economics, statistics, operations research, and information technology has allowed the services industry to take a sophisticated, detailed, and intensely operational approach to making demand-management decisions.

M944 Integrated Marketing Communications

Identity management is dissected for a clear understanding of how hospitality and tourism corporations plan marketing communications campaign integration. Campaign integration is the key to reach diverse, global audiences with consistent persuasive brand messages. Analyzing the media and its objectives in order to plan and maximize the impact of corporate messages is critical to course discussion. Advances in technology constantly change the media environment and the internet is becoming increasingly important to corporations' communication planning. The major objective of this course is to understand how campaign strategies are organized and delivered to achieve both simple and complex outcomes.

M945 Brand Management

Brand management is presented as a marketing function that hospitality and tourism organizations practice to ensure that their company, products, and services' identity and images are consistent with their markets' perceptions. The development of profitable brand strategies

are dissected within the context of designing integrated marketing communications plans to reach diverse international markets. The major objective of this course is to understand how to capitalize on the equity in company brands in order to build business that is sustainable.

M946 Design Management and New Product Development

Managing new product and service development is a key area of marketing management, straddling strategy, innovation and entrepreneurship and macro-organizational behavior. The course focus is on developing insights and skills regarding the development, launch, and management of innovative hospitality and tourism products and services. Innovation and new service development are important strategic features to assure growth and sustainable wealth for all service industries. The course presents aspects of innovations, both in small entrepreneurial firms and large established companies.

M951 Managing Organizations, Ideas and Growth

By taking a reflective look at organizations – how do they function, what sort of problems do they face and how do they resolve them, how do they influence individual behavior, and how do individuals impact the organization – the purpose of this course is to provide the student with fundamentals skills needed for understanding, diagnosing and managing the human aspects of work organizations. It refers to theories, models and frameworks to help managers think and act effectively to build high quality relationships with others. In a world of continuous change, effective individual, group and organizational growth depends on adaptation to change. In particular, the course will consider the link between environments that enable the generation of innovative practice and organizational change and growth.

M952 Managing Technologies, Operations and Processes

This course presents the application of modern information and telecommunication technologies to management of hospitality and service industries. It also adopts the view that organizations are complex and interconnected systems and that technology alone is rarely sufficient for successful change. Therefore attention is also given to issues of knowledge management, and the basics of business process mapping and redesign. The elements of supply chain management and its importance for service quality improvement are explained. Issues of risk management and IT security are discussed. Students are given an opportunity to master the challenges of supply chain management with a business simulation.

M953 Challenges of Leadership

This is a highly interactive course which examines the challenges of contemporary leadership in modern organizations. Key classical and modern theories and models of leadership are presented with strong emphasis on the role of leaders in the management of change and strategy execution. Academic input is tied throughout the course to practice examples.

M954 Cross-Cultural Management of Teams and Projects

This course considers how culture affects management practice from operations to strategy. In a globalized economy, and particularly in the service industries of hospitality, sport, leisure and tourism, managing cultures has become an integral part of everyday work experience. This course will provide insight into generic theories of culture, provide an increased awareness of the student's own culture, and encourage the exploration and transfer of management practices across national boundaries.

M955 Entrepreneurship and Business Planning

This course focuses on the strategic leadership and management of new ventures in the hospitality, tourism and related services industries. The characteristics of entrepreneurial leaders are explored. The processes and stages of growth of new business formation are elaborated: idea generation, finding new market space, opportunity selection, financing, business planning and market launch. The challenges of innovating and launching new ventures within established companies are identified. Entrepreneurship in different national contexts is discussed and the importance of business incubators and clusters of innovative firms described. Students are given the opportunity to develop a plan for a new business of their own choosing.

ONLINE ONLY:

M900 Success Strategies for the Hospitality and Services Industries

This course introduces students to the practice of studying business and management online. As well as familiarizing students with Glion Institute of Higher Education online, it covers strategies for learning in a boundaryless study environment. It encourages students to explore the materials, techniques and resources available to support their learning while discovering the best ways to interact with instructors and other course participants. Orientating students to the institutions requirements and expectations for scholarly writing and academic integrity, the course uses a business and management context to introduce online study at Masters level. Students will practice ways to monitor their own progress and motivate themselves as a learner, while progressing through the program.

M920 Innovation and Product Research

Organizations that have an innovative culture lend themselves to improved performance within competitive environments. However this innovative culture can be hard to define and create but case studies of successful organizations give indicators towards developing such a culture. Research suggests that a key determinant of creating and sustaining an innovative culture is by empowering creativity and innovation throughout the organization at every level, as opposed to restricting and monopolizing it within a few hands or departments. This course sets out to capture much of what we have learned about creating and managing innovation within organizations.

M930 Sustainability in Hospitality and Tourism

This course intends to inform managers in the tourism and hospitality industries of the principles of sustainable tourism and how they can be applied to, and beneficial for, the management and development of resorts, destinations, natural attractions, heritage, transport

etc. Focus will be placed on the role of sustainability as part of corporate social responsibility, marketing, long term business success, environmental and socio-cultural stewardship. The role and nature of consumer awareness and demand for sustainable tourism products will be examined. Case studies will be used to explore issues concerning the planning and application of sustainable tourism principles and the complexities of that process.

M940 Risk Management Systems in Hospitality

Risk and injury, to the customer, is now an important aspect of leisure, sport and tourism management. Its control and minimization is essential if a business is to be successful. In addition climate change will bring new challenges to managing risk and safety for tourism facilities together with destinations. Consequently, the aim of the module is to develop understanding, cognition and evaluation of the importance of leisure/tourism accidents and risk, within a practical management framework.

M960 Property and Asset Management

In this course students enlarge their knowledge on wealth planning and management for retail and institutional investors, providing a comprehensive overview of portfolio management and a theoretical and empirical approach to hospitality real estate development investment and operation.

M961 Financial Strategy and Planning

Sound financial strategies form the basis for competitive advantage especially in global business environments. This course will cover both traditional and rational approaches to financial decision making as well as investigating newer models and approaches in times of risk and uncertainty providing students with tools to meet strategic organizational goals.

16. CHARTER

Students come to Glion to acquire knowledge, techniques and competence, but also to share the “Glion Spirit”, a manifestation of a philosophy, which has proved its value since the inception of the institution in 1962.

The demands of life in a boarding environment, the obligation to accomplish various tasks linked to the fundamental hospitality or leisure services, an intensive learning rhythm: all these lead to students’ professional development and personal growth. The ‘Glion Spirit’ highlights the performance of competent, ethical, open-minded and adaptable individuals.

Throughout a student’s life at GIHE, he/she will be challenged to implement and reinforce the individual values which are indispensable to his/her professional success:

- Personal presentation
- Professional attitude
- Motivation
- Team spirit

The Charter presents the student with the integration of the values underpinning the rules of life in this community; the roles of “customer” and “employee”, the respect of equipment and safety.

Students are encouraged to develop a ‘Swiss work ethos’ as defined by the following statement: “GIHE develops the concept of Swiss work ethos by seeking to inspire its staff and students to adapt the values of precision, diligence, quality and service excellence.”

It is important for all students to play the part of a ‘customer’ (during meals, in the campus accommodation and in daily life in general) taking advantage of various benefits, but at the same time submitting students to certain constraints.

Specifically, the internal training periods in kitchen and service, part of the study program place the hospitality student in the position of an ‘employee’ in the hospitality and restaurant business. Students on the event, sport and entertainment program are placed as “employees” in the sports facilities or in event organized for other students.

The functioning of our Glion and Bulle campuses has been organized to simulate, as far as possible, an actual hospitality operation.

A. LIFE STYLE IN THE INSTITUTION

This section introduces the human elements of the “Glion Spirit”, the first visible signs of a professional approach.

Professional Code of Conduct

GIHE has a reputation within key service industries for producing well-rounded graduates who have not only significant knowledge and skills but have already developed a sense of professionalism.

With reference to various GIHE statements including the Mission and Charter, the Professional Code of Conduct is intended to frame student behavior and community values, ultimately assisting the development of professionalism amongst the student body.

For a visitor at the institution (parents, future employers, etc.), the first positive impression comes from two essential elements:

- Professional dress code
- Professional greetings

Professional greetings:

This is appreciated by visitors, just as it is by guests or clients. It is therefore natural for students to train themselves, from the beginning of the stay on campus, to greet visitors, professors and staff cordially and with a smile. When the person’s surname (family name) is known, use it; it will be greatly appreciated.

Professional dress code:

Students must be formally dressed, in compliance with the requirements of a position in the hospitality industry (for example at reception or in a restaurant). This dress code applies during the working day: from Monday to Friday, from the start until the end of all classes.

During evenings and weekends, there are fewer visitors at the institution (unless banquets or other special events are organized); then, students may wear more casual clothing.

Nevertheless, in order to maintain a professional approach during meals, access to the restaurants (Glion campus) will require correct dress at weekends too.

Dressing properly, whether in everyday or professional clothes, includes taking care of them (clean, pressed, shoes polished) and paying attention to the style and color.

During practical classes in kitchen and service or sports, the professional kitchen, service or sports outfits will be worn as instructed by the respective instructors. The uniform is a visible sign of professionalism and should be worn with pride and enthusiasm.

Personal hygiene is essential in service professions and it requires continuous attention. Hair must be well groomed. During the practical periods, beards are not allowed (except for religious reasons, and then where a beard net must be worn in order to comply with hygiene regulations).

Discipline

Fair and transparent GIHE Disciplinary, Grievance and Appeal processes framework the GIHE Charter and community and are considered to have an important role in ensuring a healthy and respectful community. Details of these processes can be found in the GIHE Campus Guide and from the Student Affairs Manager.

Attitude and Behavior Assessment

On the Glion campus particularly, staff and faculty members are charged with observing students, in order to assess their professional attitude and help them develop in this important area.

A group of academic and support staff members, led by the Campus Life Manager, review students' attitude and behavior as an ongoing procedure, and meet to discuss their findings. A decision is made concerning the category in which each student will be placed, after which, the student will be informed on his / her assessment and will be given constructive advice and assistance if improvement is required.

This evaluation uses on the following categories:

Outstanding
Positive

Satisfactory
Unsatisfactory

and in the following domains:

Personal presentation
Professional attitude

Motivation
Team spirit

The elements that make up a positive assessment come from the student's compliance with the spirit of the charter, but also, for example, from individual dynamism, participation in the institution's community life and involvement.

However repeated lack of punctuality, unkempt appearance, missing meals without due notice, obstructive parking etc. are indications that the student needs to make constructive progress in attitude and behavior.

A1. Dress Code at the Institution

- From Monday to Friday, until 17:30 hrs.: **Business dress (all campuses)**
- On Weekends after 17:30 hrs.: **Smart Casual (all campuses)**

Business Dress Code

FEMALE	MALE
Skirt, dress of appropriate length. Not too short or too long.	Business suit or jacket and trousers, two or three pieces, well kept (pressed). 1 pair of black trousers (classic style) for CBL * course
Classic blouse, not longer than the jacket.	Ironed shirt, buttoned up, classical collar. 2 white shirts for CBL course.
Discreet stockings or tights.	Tightly tied tie.
Classic shoes, supporting the feet well, medium sized heels, elegant boots in winter are acceptable as long as the skirt is not above knee level	Dark socks to match the suit and the classic shoes. Black socks for CBL course
Trouser suit with ironed crease and classical blouse not longer than the jacket. Cardigan or V neck sweaters are allowed under jackets.	Smart, classic well polished shoes in good condition either black, brown, blue or burgundy color.
Trousers with ironed crease and elegant blouse.	*CBL= craft based learning or practical classes
A jacket must be worn with skirt, dress or trousers.	

Smart Casual Dress Code

Female	Male
Classic cut trouser or skirt of cotton, wool or polyester material, smart jeans	Classic cut trousers of cotton, wool or polyester material, smart jeans

V-neck or round-neck sweater of wool or wool mixed material	V-neck or round-neck sweater of wool or wool mixed material
Color coordinated long or short-sleeve polo shirt with collar. Polo must be tucked in	Color coordinated long or short-sleeve polo shirt with collar. Polo must be tucked in
Classic shoes, supporting the foot well, medium sized heels. Classic sandals may be worn	Smart, classic well polished shoes in good condition either black, brown or burgundy color
Lighter weight fabric and colors are acceptable if well ironed	Lighter weight fabric and colors are acceptable if well ironed

Summer Business Dress Code from 15th May to 1st October

Female	Male
Clothes of lighter fabric can be worn. Shoulders may be uncovered as long as the top is conservative.	Short sleeves shirt are allowed (long sleeves cannot be folded), ties must be worn correctly.
Elegant sandals can be worn, tights are not required	Lighter weight fabric and colors are acceptable if well ironed
	Jackets are not required

NB. Tracksuits cannot be worn outside of practical teaching environments during the day, unless stipulated by a member of staff. Also, jeans of any color are not allowed as part of business dress

We expect all students to be dressed in smart, presentable clothing (well ironed and well pressed trousers, good quality material) sober, elegant, and fitting to the person. Cultural diversity of business dress is accepted. Appropriate styles of jewelry and make-up (if worn) are required. Women are allowed 1 earring per ear, but no other visible body piercing is acceptable for men or women. Hair style and color should be conservative.

A2. Restaurants on all Campuses

In Glion, the restaurants are “practice laboratories” for students, in service and kitchen. This is why playing the part of a “customer” is essential. In this role, behavior must be exemplary and the presence of all is expected, since a restaurant with no guests is not viable. It is also not healthy to eat between meals too often. You may however miss some meals in the restaurant, provided the Maître D’ is informed, in accordance with standard procedures.

The Club in Glion is a place to relax. You may eat and drink there at certain times during the day.

A3. Rooming Areas

When arriving at or leaving the campus, students must follow the check-in and check-out procedures to ensure their room and all the furniture and fittings are in good conditions.

Ways of life and customs vary from one region of the world to another and this must not be overlooked or dismissed. Excessive noise is disturbing for students who wish to study or sleep. Management staff and / or security personnel on duty have the authority to enter rooms at any time to deal with such issues. Loud and disturbing noises are not acceptable and all radios etc. must be switched off at 22:00 hours unless headphones are used. Cooking is not permitted in rooms for obvious safety and security reasons, however, a kettle of up to 1000 watts may be used for hot drinks only.

Rooms must be kept in an acceptable fashion. Bathroom fixtures must be cleaned at least twice a week by students. Floors must be kept free of clothes and dirty laundry. The laundry bag/basket must be used for all laundry articles.

Men and women are not permitted to share rooms other than in special circumstances and subject to the approval of the Student Affairs Manager. Sanctions will be imposed upon male and female students found to be sharing a room without permission. Students sharing rooms must respect the privacy of their roommates and must refrain from any activities which disturb the harmony, expected in a shared situation. Between midnight and 07:00 hours, it is expected that students will be in their assigned rooms.

A4. Special Social and Cultural Activities

Individual or group initiatives to organize special activities, outside of the regular co-curricular program are welcomed on each campus. Provision is made for students to organize special activities; however authorization should be obtained approval from the Students Affairs Manager for such special activities. Support and resources for them can be found from either the Student Government Association (SGA) and / or the Sport & Co-Curricula Coordinator.

A5. Behavior outside the Institution

The reputation of our institution is also communicated by the behavior and attitude of students outside the campuses. Students are therefore expected to behave well even when off the institution’s grounds.

Remarks or complaints about students’ behavior, made by persons outside the institution, if verified, may lead to disciplinary action.

B. PREMISES, FITTINGS AND EQUIPMENT

The Glion Spirit is also reflected by the condition of its premises. The positive image of Glion depends on the care and attention each individual brings to the surroundings.

B1. Movement

Halls, corridors and staircases are meant for circulating, but are also used as places to meet. In various places, chairs and tables provide social corners. People using them should be careful to allow others to pass, to keep their voices down and to behave discreetly.

B2. Classrooms

These premises are, in priority, reserved for scheduled courses. The access to a classroom for a group-work session must be requested. In the evenings and during weekends, a few classrooms remain open. In order to keep them clean, students are asked not to eat or drink in them.

B3. Library

The library is intended for individual work, reading and research. These areas are to be kept orderly and quiet. In order to keep these rooms clean, students are asked not to eat or drink in them.

B4. Computer Equipment

In addition to computer rooms, some equipment is available for individual work. In each campus, students have internet access. Respect for the equipment is vital to ensure the access remains available. Licensing agreements forbid copying the institution's licensed software. For the same reason, users are not allowed to install other software on the institution's equipment. The use of work stations is strongly encouraged, but strictly reserved for the use of software provided. In order to prevent the spread of viruses, the established procedures, which will be described in computer classes, should be strictly followed.

To allow everyone to use this equipment in the best conditions, students are asked to refrain from modifying the configurations and parameters of the computer. Students are also encouraged to back up their files, which need to be checked for viruses on a regular basis. Students are required to install and update virus protection. Students must also respect Internet etiquette.

B5. Paper and Rubbish

Paper or rubbish on the ground, should be picked up and discarded in a nearby garbage bin. We have a recycling policy and students are asked to cooperate in the drive to recycle.

B6. Fittings and Equipment

Maintaining operational and safety equipment in good condition is an integral part of efficient management. Everyone must take care to do so and record any malfunction in the maintenance file at the reception desk.

B7. Damages

Life in a community asks for team spirit and respect for other individuals. The institution in which students live is their institution. It must be as clean and attractive as possible. Anyone damaging premises or equipment will be held responsible, and may be required to pay for the costs of replacement or repair and / or face disciplinary action. Each student should feel personally responsible for the good upkeep of the premises and equipment. It is his/her duty to inform the Plant Manager or their supervisor of any damage done or noticed, in the interest both of the party at fault (possible declaration to the insurance company) and of other students.

C. MISCELLANEOUS

Life in a community demands an administrative organization in order to facilitate its smooth running. Please take into consideration these recommendations to make the best of your life within the institution.

C1. Different Campuses Rules

In each campus, there are likely to be specific rules, regulations and expectations which relate to the individual campus and this information will be made known to students when they first arrive on campus at the student orientation sessions. More information concerning campus rules can be found in the Campus Guide.

C2. Notice Boards and Information Screens

Information regarding studies, life within the campus, various events organized at the Institution, etc., will be communicated on the notice boards or by email. Students are therefore requested to check them every day. Some recreational activities might also be communicated by specially created Facebook and Moodle groups.

C3. Laundry

Laundry rooms with coin-operated or key operated washing machines and dryers, as well as ironing rooms, are available. Students using the equipment in the laundry and ironing rooms must follow the instructions and recommendations posted on the walls. The school provides laundry service and will take care of both washing and pressing of the professional uniforms.

C4. Parking

There is very limited parking on and around both campuses and their residential buildings. Due to the lack of parking GIHE **strongly** recommends that students do not bring their own vehicle whilst studying at GIHE.

C5. Storage of Personal Belongings

During your studies at GIHE, including internship periods, a GIHE partner organization will provide storage facilities at a reasonable cost. More information will be communicated on campus. No personal belongings can be left on campus during your internship period.

D. SECURITY AND SAFETY

D1. Keys and Access Cards

Keys and / or access cards are issued upon registration. Students must keep these keys and / or access cards safe from theft or loss. The loss of a key requires a lock change, which will be charged to the student. It is important for students to lock their doors and cupboards when leaving the room.

D2. Valuables

Students are strongly advised to use the individual safe boxes in each room (if available) or personal lockers on each main campus. GIHE cannot be held responsible for the loss or theft of personal belongings. It is the responsibility of the student to ensure they have sufficient personal insurance to cover for the loss or theft of personal valuables. GIHE insurance does not cover the loss or theft of personal valuables.

D3. Evening Closing Times

Since the campuses are also residences, some security measures are necessary to prevent the entry of unauthorized individuals, particularly during the night. In addition, since the working rhythm at school requires sufficient sleep to be ready for classes the next day, there are some rules relating to nocturnal closing of the residences. Rules relevant to each campus are communicated in the campus Welcome Booklet.

D4. Fire Prevention

The main areas of the campus buildings are equipped with automatic fire detection systems. On each floor, there is a notice board describing the appropriate response in case of alarm. In addition, upon arrival, students are informed of fire alarm procedures and appropriate actions to be taken. The majority of first semester undergraduate students will be subject to a fire evacuation drill.

D5. Driving

The need to be on time, or to relax after a hectic day, or other reasons, sometimes leads to reckless driving and disregard for traffic regulations. The risks we take for ourselves and passengers as well as other road users should be guarded against.

D6. Visitors

Your guests are welcome during the day. This includes parents, family and friends. For security reasons, it is essential that they are announced beforehand to the campus reception, duty manager or security personnel. It is forbidden to admit non-residents into the institution after 22:00 hours other than in public areas.

D7. Illness and Accidents

One of the prerequisites of our demanding profession is sound health. This is why a doctor is required to sign a medical certificate before the student's arrival, verifying the health status and the ability to follow the institution's demanding activities without restriction. The Campus Guide will outline the procedures to be taken in case of absence or illness during the semester and in the institution. However, should accidents or illness take place when the student is not on campus, it is vital that the institution is informed without delay.

During days immediately preceding and following vacation periods, public holidays and extended weekends, medical treatment, medical certificates or absence linked with these are not accepted as valid reasons for absence.

D8. Personal Security

Whilst Switzerland has a deserved reputation for security it is inappropriate to believe there can be no personal security issues. GIHE strongly recommends that students take normal security measures and in particular do not walk home alone late at night.

E. MEASURES AGAINST ADDICTION

In the service industries, temptations are numerous. The type of jobs in which managers and employees alike operate, demands the willpower and determination to resist the temptations that crop up daily. Students, as future supervisory and management staff, must set an example, both to staff and to guests.

Addiction to products such as drugs, alcohol, and medication is a major problem in our society and a reality to which we are very attentive. Drugs forbidden by Swiss laws are of course forbidden at the institution, but no distinction is made between 'soft' and 'hard' drugs. The consumption, possession and dealing in any such substances, inside or outside the institution, are strictly prohibited. This applies to the internship period in Switzerland and elsewhere as long as the student is a student of the institution. Students guilty of breaking this rule, are subject to immediate expulsion from the institution and may be subject to legal action.

With a concern for prevention, the management will regularly administer control measures and medical tests. Refusal to take such a test will lead to immediate expulsion from the institution. Students are required to sign a document upon arrival to indicate their agreement with this policy. The student will also be required to agree in writing that test results (if carried out) will be opened and shared with the designated senior manager.

Medical substances must be taken with care and following a doctor's prescription. Action will be taken in the case of abuse. Consumption of alcohol must remain within reasonable limits everywhere and in all circumstances. Any signs of over-indulgence will lead to action by the management of the institution which may result in dismissal from the program. Students may gain advice and assistance if necessary from the student counselor or nurse. This is a confidential service.

E1. Smoking on Campus

The campuses are a non-smoking environment. Smoking is forbidden in all bedrooms and public areas on campus for students, faculty and staff. Designated areas are available for those adults who consistently choose to ignore the health warnings associated with smoking

17. STUDENT SUPPORT SERVICES

A. STUDENT AFFAIRS DEPARTMENT MISSION

Serving the overall GIHE mission, the Student Affairs Department's aim is to ensure students are the main focus for decision making in relation to the development of the student experience. The Student Affairs Department aims to provide a holistic residential experience that nurtures the *Glion Spirit* and promotes well-being, personal and leadership development, respect of cultural differences, social and environmental responsibility, whilst supporting the learning experience and the aims of the Academic Department.

B. INTEGRATION

A Freshman Integration Program (FIP) is run on both campuses. The program provides a support structure for new GIHE students to integrate into their new environment (e.g. campus life, academic programme and Switzerland) as quickly and efficiently as possible. By integrating and understanding their new environment, new students should be better equipped to focus on their studies.

FIP activities on the Glion campus include an Integration Day, the Buddy Program and Glion Cultural Fair. Although overseen by the Freshman Coordinator the activities are driven by student groups and a peer-to-peer philosophy.

C. STUDENT COUNSELING AND HEALTH ADVICE

On both campuses a Student Counselor and Health Advisor are available to students for confidential consultations and advice. The Student Counselor and Health Advisor are able to recommend and interface with local doctors, hospital, psychologists etc. if the need arises.

Students who have arrive at GIHE with a significant medical condition, or develop a significant medical condition whilst studying, are required to communicate this information to either the Student Counselor or Health Advisor. All such communication and information is confidential and is not shared with other departments.

D. LEARNING DIFFICULTIES

Currently GIHE can provide the following support to students with learning difficulties (e.g. dyslexia, dyscalculia, dysgraphia, dysorthographia, dyspraxia, dysphasia, aphasia, ADHD, ADD) that are confirmed by a specialist:

1. 25% extra-time in all written exams on both campuses (except for quizzes in Bulle campus. This is due to schedule restrictions however marks are adjusted accordingly) and / or
2. an allowance for spelling mistakes in all written exams

Any additional support, such as the use of a computer during exams, is not available.

Students who wish to benefit from the above mentioned support should contact the GIHE learning difficulties specialist, during their application process or once on campus. A valid assessment report is needed (done generally by a psychologist, a speech therapist, or sometimes a doctor) and translated in English or in French.

E. CO-CURRICULAR PROGRAM

GIHE co-curricular program aim

Serving both the GIHE and Student Affairs missions, the aim of the GIHE co-curricular program is to provide students with a vehicle for recreation and fun in a social context whilst presenting opportunities for personal and leadership development. The GIHE co-curricular program will be driven by student needs and will attempt to cater for minority groups where possible, whilst allowing students to discover the local region and culture.

Activities

Located on the Glion campus is a multi-sports hall and a fitness centre. Students also have access to an indoor public swimming pool located about a 15 minutes drive from the campus and a clay tennis court in the village of Glion.

Located within walking distance of the Bulle campus is a multi-sports hall, a fitness centre and indoor racket sports centre offering badminton, squash and tennis (indoor and outdoor).

Depending on student demand, male and female sports teams are formed. Amongst the most are popular are football, rugby, basketball and volleyball. Matches are arranged with local clubs in the region as well as inter-university sports days. Internal sports competitions are also organized by students on the ESE program. Other regular weekly recreational activities, subject to demand, include yoga, kick boxing, tae bo, Capoeira. Sporadic activities like guest speaker presentations, workshops, music groups and language groups also take place. Weekend and mid-semester break excursions are organized to regional tourist locations. The most popular are ski trips to local ski resorts for all ability levels and visits to the Chateau de Chillan and Chateau de Gruyère.

The majority of the co-curricular program is fully subsidized by GIHE, though sometimes a small fee might be requested in an attempt to ensure a reliable attendance.

F. STUDENT GOVERNANCE ASSOCIATION, STUDENT REPRESENTATIVES AND STUDENT VOLUNTEERING

The Student Governance Association (SGA) is an elected committee of senior students. The SGA is elected by the student body at the beginning of each semester and has its own budget, funded by GIHE, office and intern. According to its constitution, the SGA exists to bring student issues to GIHE management whilst improving the student experience.

Campus based voluntary student committees' focus on specific areas like IT issues and food and beverage issues. Campus life issues are covered by Campus Life Leaders who take an active role in representing student life issues to GIHE management, as well as taking on some campus life and residential responsibilities in exchange for a reduction in fees.

Other student organizations include the Supplemental Instruction (SI) program, the Buddy System and the ESD (Honor Society). Students are also encouraged to take leadership roles in the running of the co-curricular program activities.

Individual volunteering is encouraged and available through a range of campus based events and activities such as Open Days, VIP visits and intake weekends.

18. UNDERGRADUATE AND POST GRADUATE ACADEMIC REGULATIONS

1. Change of Program

Once admitted, students may apply through the Registrar to transfer from one program to another up until the end of the second week of classes, during their entry semester. Elective courses may be changed during first 2 weeks of the semester. After this time, courses may be dropped but there are no refunds or alternate courses allowed. Degree specialization choices are confirmed by students during internship. These may not be changed after that time.

2. Course Exemptions

Students who have studied the course reference sheet, and who feel they have already covered the material in another certificated course elsewhere, may apply for a course exemption before the end of the second week of the semester, by

- a) Applying initially to the dean for exemption.
- b) Providing a detailed course reference sheet 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. Students given exemption 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 degree programs or for Craft-based Learning courses in the 3rd semester.

3. Challenge for Credit

A student, who has previously acquired knowledge in areas closely related to courses offered at the Institution, may apply to earn credit by means of a challenge examination, provided that the student is in good standing in the program. 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% depending on the level of course 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,

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. Failure to submit work on time results in a fail. Further details are as follows:

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, effectively to synthesize and reflect a complex engagement with the aesthetic material.	85 – 89
Work which clearly demonstrates all the qualities expressed below but which reveals greater imaginative insight and more originality.	80 - 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 - 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 - 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 - 69
6.5: THIS GRADE IS THE ACHIEVEMENT STANDARD FOR THE POST GRADUATE DIPLOMA	
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 - 64
6.0: THIS GRADE IS THE ACHIEVEMENT STANDARD FOR THE FINAL 2 SEMESTERS OF THE DEGREE AND THE HIGHER DIPLOMA	
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 - 59
5.5 THIS IS THE ACHIEVEMENT STANDARD FOR ASSOCIATE DEGREE AND BELOW	
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 - 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 - 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 - 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 a 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 his 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	0

5. 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. Student Affairs will also advise when students are on campus.

6. 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 institution. Student Affairs will also advise when students are on campus.

7. Incomplete Work

Students prevented by illness or other legitimate reasons accepted by the mitigation process will have the designation I 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.

8. Progression

In order to progress from one program period to the next, a student must normally obtain a general average grade of 60% for the Associate Degree, 65% for the degree and 70% for the Post Graduate or Professional Diploma programs.

In the Degree, no more than one course below the minimum achievement grade is permitted. The Progression Committee may allow one subject to be re-taken concurrently with the next semester if the student has 2 non achieved courses, providing the timetable allows it.

For students in Semester 3, a pass in English for Academic Purposes (Upper Intermediate) is a prerequisite for continuation of studies. For students in semester 4, a pass in English for Academic Purposes (Advanced) is a prerequisite for continuation of studies. Entry to the Honors Degree at semester 6 is determined by having a 75% semester average and passing the program specific requirements in semester 4. Failure in the Research Methods course will result in the Dissertation being replaced by the Independent Research Study. Failure in the Business Research Methods will result in the IRS being replaced by the Business Portfolio course.

Students who do not meet the progression criteria are required to re-sit failed subjects (see Paragraph 9). The Awards Committee is the final arbiter in these matters.

9. Re-sits

For students who do not meet the achievement standards at course level the Awards committee will decide if a student is eligible to take the re-sit examination. If a student is admitted to re-sit the credit for the course will be given provided a bona fide attempt has been made at the re-sit. Normally, only one re-sit per course is permitted. A re-sit examination is not permitted if the fail was due to cheating, resulting in a zero grade for a component of the course. Students withdrawn from a course are not permitted to re-sit.

Re-sits must be taken at the specified time, as specified by the Program Leader. Students pay a charge for re-sit examinations. These fees are due for payment prior to the student's being admitted into the examination.

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 will be the final grade whether higher or lower than the previous mark.

Progression rules are applied after re-sit grades. Students who are not able to progress are asked to retake failed subjects (see Paragraph 10). The Awards Committee is the final arbiter in these matters.

10. Retakes

Students who have not met the minimum achievement grade (after re-sit) in more than one course will not normally be able to progress until they have been retaken. They must retake the failed course(s) and must pay the relevant fee. A student may normally only retake a course once.

Those students who, after re-sit, have not been allowed to progress with their studies into the following semester will be offered a bridging semester where all failed courses must be retaken and a minimum of 4 courses studied.

Progression periods, normally semesters, are determined by the program regulations (see student handbook). The Awards Committee is the final arbiter in these matters.

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 is not 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 form 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 Registrar.

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 believes that his/her circumstances fall into other than the above categories must present supporting documentation and must request a supplemental examination from 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 an 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. Students may not leave in the first 45 minutes of an examination or the last 15 minutes.

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

- 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
- H. To have student ID card on exam table

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 given a grade report sheet (transcript) by email. The report will list those courses, which contribute to the current program of study and will show for each, the final grade. Copies of final transcripts or award documents can be obtained from the Registrar for a fee.

15. Deferral 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 institution'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 Registrar by the student, parent or sponsor.

17. Transfer of Credits

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

18. Validity of Registration

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 institution.

Categories for graduation are the following:

Honors Degrees: The average of the final two semesters is considered

- Pass is from 65% to 69.9%
- Merit is from 70% to 79.9%
- Distinction is from 80% or higher.

All other programs including the Associate Degree, Diploma, Higher Diploma, Ordinary Degree and Post Graduate programs:

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

Where applicable medals will be awarded (see program details).

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 Appeals Procedure:

The Registrar 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 Committee 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 Committee 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 Committee's recommendation(s). If such is the case, the Awards Committee and/or the Academic Committee must resubmit the case to the Appeals Committee with all the necessary documentation.

Appeals Committee:

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

The Quorum is 2 for this committee.

20. Attendance Policy

Attendance in class is important to succeed 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 will not be allowed in the classroom if they arrive late. This will be recorded as an absence.

21. 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.

Students should not miss any classes. The levels of absence allowed are set so as to address exceptional personal needs such as attendance at interviews or funerals. Excessive absence may result in withdrawal from the Course. Absences, even if excused, are never removed from records.

A maximum of 60 periods of absence is allowed. A student exceeding this maximum will be suspended and required to retake the semester with no transfer of credit and no refund for the semester. Fees will be charged for the retake semester.

Students in the final year of the program and postgraduates are expected to attend all classes and company presentations. Many assessments depend on class involvement and failure to attend may jeopardize your achievement. Absences must be explained to the faculty and the dean may decide to take sanctions against students who are absent for no good cause. In extreme cases the Awards Committee may refuse to assess a student.

19 MASTER PROGRAMS ACADEMIC REGULATIONS

1. Change of Program of Study

Once admitted, a student may apply through the Registrar or designated person to transfer from one program to another up until the end of the second week of classes, during their entry semester. Leadership or Marketing specializations of the campus based MBA program may not be changed once the first specialization course has started.

2. Awards

In order to receive the award a student must:

- have passed any required Preparatory Knowledge Program (PKP) or bridging courses with the prescribed grade;
- have passed the Applied Business Project and failed no more than one of the taught courses;
- have obtained an overall grade average of 75% or higher for the whole program.

Students receiving an overall grade 60% or lower may repeat the program once (see below).

Details of the grade scale are shown on the following page. Pass grade at a course level is 70%.

3. Failure

Students who fail one taught course (i.e. not including the Applied Business project) are allowed to pass the award as long as they average 75% or higher over the whole program.

Students who fail the Applied Business Project must re-sit within a period of 6 months (one semester) to pass the program.

Failure to submit work on time results in a "fail" unless there are mitigating circumstances in which case an "incomplete grade" is submitted and a new submission date is set. The Program Leader may give extensions depending on circumstances.

Students who achieve less than 60% on a course, or who fail a re-sit exam, will be required to retake the whole course.

A Postgraduate Diploma may be awarded to students who achieve 36 credits (30 credits in the online MBA program) but are unable to pass the Masters Applied Business Project.

4. 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, Program Leader or Academic Support Coordinator, in writing, with evidence of the problem before the assessment grades are known. Support Services staff will also advise when students are on campus. A mitigation form is available from the Graduate School office (or from the online Student advisor and in the online Classroom in the Course Reference Sheet link). Academic Support Coordinator

5. Grading scale

Letter Grade	% range	Interpretation
A	95-100	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 and to synthesize material effectively.
A-	90-94 Distinction	Work which clearly demonstrates all the qualities expressed below but which reveals greater insight and more originality.
B+	85-89	Work which clearly demonstrates a sound and above average level of understanding of the 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.
B	80-84	Work of the qualities expressed below but which contains a greater degree of critical analysis and original insight. A range of methods will be used.
B-	75-79 Pass at program level	Work derived from a solid base of reading, demonstrating 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. There will be no serious omissions or irrelevancies.

C+	70-74 Pass at course level	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.
C	65-69 Academic moderation Resit allowed	Work which covers the basic subject matter adequately and is appropriately organized and presented but which is rather too descriptive and insufficiently analytical. There may be some misunderstanding of key concepts, omissions or inclusion of irrelevant material. There will be some evidence of appropriate reading but it may be rather narrowly focused.
C-	60-64 Resit allowed	Work that shows a very basic understanding. Important information may be omitted. The work may be descriptive, but of poor structure meaning it <i>does not</i> meet the requirements of a pass. Acceptable for moderation
D+	55-59 Retake course	Work that shows a lack of preparation and has apparently been quickly constructed without thought or argument. Major elements of assessment criteria are omitted or are inappropriately treated. The student may have problems with understanding and writing.
D	50-54	Work that shows no evidence of preparation, understanding and/or fails to address the assessment criteria. The student may have problems with understanding and writing.
D-	45-49	Work that shows no evidence of preparation or understanding or fails to address key assessment criteria. The student did not answer the question or had problems with understanding and writing
U	0-44 Unsatisfactory:	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. Counsel student whether to retake course/program

6. 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 Institution. Support Services staff will also advise when students are on the course.

7. 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 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.

8. Re-sits, Retakes & Resubmissions

Students who fail a course while achieving a grade of 60% or more will be allowed to resubmit assessments, which may be a piece of individual work or an examination, and which must be taken within three weeks after the Awards Committee has met. There will be a fee for a re-sit examination or a resubmission of work.

The re-sit grade is the mark awarded for the course. The maximum that can be awarded for a re-sit is 70% (see pass grade regulations for the award). The re-sit grade, if below a pass, will be the final grade whether higher or lower than the previous grade.

If the student fails this re-sit examination and thus the semester, he/she must retake the failed course(s) and must pay the relevant fee for the course(s).

Normally, only one re-sit per course is permitted. In addition, a student may normally only retake a course one time.

A re-sit examination is not permitted if the fail was due to cheating or plagiarism, resulting in a zero grade for a component of the course. The same applies to PKP or bridging courses where a Pass/Fail is awarded.

9. Progression

Students must normally have obtained an average of 75% over all the courses in the first semester before they will be allowed to progress to the next program period. The Awards Committee will advise students on their situation with regard to the whole program.

10. Applied Business Project

Regulations concerning the timing and progress of this work are given in the relevant Applied Business Project /Dissertation Handbook. Upon payment of a fee, students may be allowed an extension of up to 6 months (but no longer than 14 months from the end of the taught program) to submit their Applied Business Project.

11. Plagiarism, Bad Practice & Cheating

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

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

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

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

Students found guilty of plagiarism will be automatically awarded 0 for their work. Students showing bad practice will be penalized to a lesser extent, depending on the circumstances.

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

12. Graduation

To graduate, a student must:

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

Pass: average between 75-89%

Distinction: 90% or higher

13. Attendance Policy

Masters students are expected to show a mature approach to their studies and take responsibility for their attendance, learning, group work and assessments. If a student fails to participate and engage regularly in their classes and studies, their assignment submissions will not be accepted for grading and will result in failure of that course.

If an online student fails to participate and engage regularly in their classes and studies, their assignment submissions will not be accepted for grading and will result in failure of that course.

All other regulations are the same as for the Undergraduate programs.

20. POLICY FOR INTERNSHIP

The aim of the internship is 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 and within smaller establishments, both in Switzerland and abroad. We pride ourselves on our excellent relationships with the hospitality, tourism and leisure industries 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 these may limit choices of locations.

Responsibilities

The institution is responsible for:

- Extending to students the necessary advice in order to achieve a successful career path.
- Giving students the 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 working 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 a 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 Training Office informed of his/her progress.
- Observing rules and regulations, which are stated by Glion Institute of Higher Education (charter, training procedures, evaluation process, etc).
- Respecting administrative constraints such as visa, work permit, language requirement 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 months (24 weeks) (3 months or 12 weeks for the Event, Sport and Entertainment program) 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 Placement Office, the school will no longer be responsible for obtaining a student's internship.

If a student releases him/herself from employment during the internship period, the student will be fully responsible for obtaining a new employment. However, should the student feel that the employer has acted 'unreasonably'; negotiation with the Placement Office can be undertaken. The training periods are considered as part of the institution's program. The Training Department of Glion Institute of Higher Education can only provide the necessary training documents for internship's periods of semester 5, to those students who are continuing their studies in the 6th and 7th semester of the bachelor degree programs.

21. GENERAL RULES AND REGULATIONS

Information stated in the Catalog

We make every effort to assure completeness and accuracy in the catalog. Inevitably, due to the changing nature of listings and policies from year to year, possible errors, misprints or omissions may occur for which the institution shall not be held liable.

The provision of this catalog should not be considered as an irrevocable contract between the student and the institution. GIHE reserves the right to change any provision or requirement, including fees, contained in this catalog at any time with or without notice.

Admission

We are committed to providing equal access to education to all, regardless of race, color, gender, religion, national and ethnic origin or age.

Admission of a student for any academic year does not imply that such student will be re-enrolled in any succeeding academic year.

Admission of a student that is premised upon inaccurate or false statements or documents is null and void upon discovery of the fraud, and academic credit previously earned by the student is voided.

Probation / Suspension of studies

We reserve the right to place on probation any student whose conduct is unsatisfactory. The institution further reserves the right, subject to procedures outlined in this document, to require a student to withdraw at any time.

Upon departure, suspension or dismissal from the institution, only fees covering Accommodation and Board are reimbursed subject to remaining weeks in the semester. In the event that fees are not fully paid, the balance will immediately become due.

22. ADMINISTRATORS, FACULTY AND STAFF

A. GOVERNING BOARD

Membership of the Governing Board has recently changed to meet the growing needs of our Institution and to represent all stakeholders. However, its purpose continues to be the guidance and leadership of the institution. The new Board comprises:

Mr. Pierre Salles	Chairman. Owner and manager of the STAR HOTEL France. President BEST WESTERN HOTELS , France. He also has a Hospitality Management Consultancy HÔTELS EN SEINE , France.
Mr. Francis Clivaz,	President MERITAS CH, IEC Education Council S.A, Versoix, Switzerland
Mr. Robert Spencer	Director of WEBSTER UNIVERSITY in Geneva, Switzerland.
Mr. Bruno Widmer	Director of BRUNO WIDMER CONSULTING , Zürich, Switzerland
Dr Diane W. Strommer	Dean Emerita, UNIVERSITY OF RHODE ISLAND , Kingston, RI, USA and consultant on higher education.
Mr Arie Van der Spek	Senior Vice President of LAUREATE HOSPITALITY EDUCATION
Vacancy	

B. ADVISORY BOARD

The Advisory Board is composed of professionals of the industry holding key positions. Their main role is to advise the school about the evolution and trends of the hospitality and tourism industry, which allows the institution to anticipate and adapt its programs accordingly.

Christian Beek* (1979)
Président AAG

Olivier Constantin* (1985)
Directeur de la banque des Entreprises et Gestion de Fortune, **LE CRÉDIT LYONNAIS**

JoAnn Cordary-Bundock
Former Senior Vice President International Revenue Management, Marriot International, Inc

Martin Engstroem
Directeur Général of the **VERBIER FESTIVAL & ACADEMY**

Martin Franck
Senior Vice President- Human Resources Europe, Africa & Middle East, **STARWOOD** Hotels & Resorts Worldwide, Inc.

Jakob Hlasek
Former Tennis Champion and Swiss Team Coach for the Davis Cup

Gilles Meillet
General Manager **CASINO OF MONTREUX**, Switzerland

Claude Membrez
General Manager **PALEXPO** Geneva, Switzerland

Srdjan Milekovic
Vice President - Human Resources, HYATT International (Europe, Africa, Middle East) LLC

Alain Schauder
Consultant. SchauderRH, Lausanne, Switzerland

Jaume Tapiès* (1989)
Président, **RELAIS & CHÂTEAUX**

Jean Marc Thevenaz
Captain, General Manager Mainland Europe, **EASYJET** Switzerland SA

Francisco Zinser
Chief Operating Officer, **NH Hotels**

* = Glion Alumni with graduating year

C. ADMINISTRATION OF GLION INSTITUTE OF HIGHER EDUCATION

1. Management

Directeur Général (interim)
Director of Academic Affairs
Director of Student Affairs
Finance Director
System Registrar

Senior Marketing Manager
Director of Operations

Mr. Arie Van der Spek (MBA)
Mr. Christian Daujat (MEd)
Mr. Peter Cross
Mr Marc Lachat (BSc, MBA)
Mr. René Maillard (Diplôme d'Aptitudes Pédagogiques, PGD Ed. Management)
Mr. Scott Noble
Mr. Robert Lammer (Maîtrise Fédérale)

2. Academic

Director of Academic Affairs
Academic Dean Glion Campus
Academic Dean Bulle Campus
Dean of the Graduate School
Director of GLMS
Head of General Education
Director of Research
Director of on-line MBA

Mr. Christian Daujat (MEd)
Ms Jocelyn Schofield (BBA, MBA)
Mr. Julian Hoseason (MPhil, BA, PGCE, MORS)
Dr. Lyn Glanz (PhD, MSc, BSc)
Mr. Michael Hoy (MBA)
Vacant
Dr. Ian Jenkins (PhD, BSc)
Ms. Mary Farmer (MBA. BA)

4. Support Services

Registrars
Head Librarian
Career Development Officer
Student Counselors

Nurse – Glion Campus
Nurse – Bulle Campus
Freshman Co-coordinator Glion
Security Manager Bulle Campus
Security Manager Glion Campus
Student Service Manager – Bulle Campus
Student Service Manager – Glion Campus

Mr. Simon Teall, Mr P. Giltay
Mrs. Caroline Clément (Diplôme de bibliothécaire)
Mrs. Dominique Havre (Diplôme d'hôtellerie)
Ms Heidi Backman (MSc and Psychologist FSP),
Ms Cathy Cain (Master in Social work)
Ms. Patricia Lein (BSc. and practicing nurse)
Ms. Marjolaine Spaltenstein (practicing nurse)
Dr. Ramana Akkina (PhD, MEd, BA Hons, Diplôme en Hôtellerie)
Mr. Emanuel Codogno
Ms Claire Roachat
Ms. Amélie Bédât (Masters in Classics)
Mr. Mark Gordon (MEd)

5. Enrolment Management Department (EMD)

Vice-President Global Enrollment
Director EMD
International Enrollment Manager
Senior Admissions Manager

Mr. Johan Stromsater
Ms. Liza Humphrey
Ms. Beatriz Blecher-Catto
Ms. Claudia Toletti

Regional Admissions Director (RAD) (Region allocation is subject to changes)

Western USA, Canada, Mexico

The Americas

French regions

Central and Northern Europe

Middle East, Italy, Spain and Portugal

South East Asia, Asia Subcontinent, Africa and Middle East

Eastern Europe

Switzerland and Austria

China, Taiwan

Mrs. Natalia Bertran
Ms. Sarah Humphrey
Mr. Jean Marc Charpenet
Ms. Liza Humphrey
Ms. Vana Najjar
Mr. Tom Fitzgibbon
Ms. Julia Tokareva
Mr. Alex von Arx
Mr. Andrew Wong

6. Alumni Association of Glion (AAG)

President
Secretary General & Alumni Relations Director

Mr. Christian Beek
Mr. Claudio Zucco

D. HOSPITALITY MANAGEMENT FACULTY

1. Associate Degree

Nicolas Anderegg

Part-time lecturer in Financial Management. License in Commercial and Industrial Sciences, University of Geneva, 1985.

Byron Catéchis

Part-time lecturer in Food and Beverage Management. Postgraduate Certificate in Professional Studies in Education, Open University, 2002;

Paul Chappel

Program Leader (Bulle Campus) Associate Degree, Full-time lecturer in Food and Beverage Management. Certificate in Post Compulsory Education (CertEd) – Anglia Polytechnic University 1995, Final Membership by examination. Vocational Degree Awarded by Hotel, Catering and International Management Association, 1995.

Laury Chatonnier

Full time lecturer Rooms Division. BA Corporate Communication, College of Charleston, South Carolina, USA, 1999

Dominique Ernotte

Assistant Dean and lecturer in Rooms Division Operations; Master of Education, Endicott College, USA, 2004; Diplôme de Technicien Supérieur en Hôtellerie et Restauration, EHL, Switzerland, 1986.

Christelle Herbin

Proportional lecturer in Rooms Division, Maîtrise Professionnelle in Hotel Management, Strasbourg Management School, France, 1992, BA in Hospitality Management, Strasbourg Management School, France 1990

Mark Herbin

Program Leader Associate Degree, full-time lecturer and Subject Leader in Food and Beverage Operations, Diplôme de Technicien Supérieur en Hôtellerie et Restauration, EHL, Switzerland, 1994.

Christian Kammer

Full-time lecturer in Food and Beverage Operations; Master of Education, Endicott College, USA, 2004; Diplôme de Technicien Supérieur en Hôtellerie et Restauration, EHL, Switzerland, 1984.

Egidio Marcato

Full-time lecturer in Finance; MBA, Endicott College, USA, 2007; Diplôme SSH Hôtelier Restaurateur, Lausanne, Switzerland, 1997.

Jacqueline Moore

Deputy Program Leader - Associate degree. Full-time lecturer in Introduction to Hospitality Management. Currently studying Msc in Research Methods for Education Technology with the Open University UK. 2002- MA in Open and Distance Education. 1995 BA (Hons) International Hotel Management, Manchester Metropolitan University

Drazen Raguz

Full-time lecturer in Rooms Division; Master of Science in International Project Management, Ecole Supérieure de Commerce, Clermont-Ferrand France 2008; Bachelor of Science in Hotel and Resort Management, American University Dubrovnik, Croatia 2001

2. Bachelor Degree Program

Morris Anderson

Assistant Dean (Bulle Campus), MBA (HR) from the Edinburgh School of Business at Heriot-Watt University, 2005, Scotland. BBA in Accountancy from Queensland University of Technology, Australia, 1998.

Raffi Chammassian

Full-time lecturer in Finance. DBA candidate, Grenoble Ecole de Management; MIBS Columbia SC, 1999

Jackson Dang

Full-time lecturer in Accounting/Finance, MBA with emphasis on Finance and International Business, University of Kansas, Kansas, USA, 1998.

Lester Downing

Full-time lecturer in finance based subjects. BA in English, University of Kentucky, Lexington, Kentucky, USA, 1971; Master Degree in Finance and Accounting, University of Kentucky, Lexington, Kentucky, USA, 1974; Certified Public Accountant, USA, 1977; Post Graduate Work in Accounting, University of Alabama, Tuscaloosa, Alabama, USA, 1977

Dr Peter Goedtkint

Full-time Lecturer in Research Methods, PhD in Physics at Brussels University, 1992.

Geoff Gibas

Full-time lecturer in Marketing and Knowledge Management. MSc Business Administration Warwick Business School, 1973. BSc (Hons) Behavioural Science, Aston University 1972

Katarzyna Grinberg

Full-time Lecturer in Statistics and Quantitative Data Analysis, MSc in Economics, European University Viadrina, Frankfurt(Oder), Germany, 2000.

Jini Heller

Lecturer in Economics, marketing and organizational communications. MSc in Education, Nova South-eastern University, Florida 2006; MA in Economics with specialization in Monetary Economics and International Trade, University of Bombay, 1989. BA Economics, University of Bombay, 1986.

Julian Hoseason

Dean of Bulle Campus and Lecturer in Knowledge Management; BA (Hons) Geography, Middlesex University, 1978. MPhil, Oxford Brooks University, 2012.

Peter Juskiw

Full-time lecturer in Human Resources and in Leadership; MA Management, University of Kent, UK, 1982. Member of the Institute of Personnel Development.

Anu Laukkala

Full-time lecturer in marketing related courses: Principles of Marketing, Sales Management, International Marketing, Destination Marketing and Contemporary Issues in Marketing. Msc. In Marketing, Helsinki University, 2007; MBA Digital Technology Management, Helsinki University, 1999.

Mike MacDonald

Head of Blended Learning and Full Time Lecturer in Event Management, Conference and Event Management, Marketing. BSc (Hons) Business and Computing Abertay University, Aberdeen 1999, MSc Sport Management, Loughborough University, 2009

Cédric Michiels

Part-time lecturer in e-commerce, Entrepreneurial Management and Film production & Design. Executive MBA, Universidad de Estudios Empresariales, Barcelona, 2009.

Barbara Miller

Full-time lecturer in Rooms Division Management and BSc Degree Program Leader. MBA Open University, UK 2007; Professional Diploma in Management, Open University, UK, 2002; PGCE, University of Greenwich, UK, 1994; Higher National Diploma, Bournemouth University, UK, 1990.

Sydney Moyo

Proportional Lecturer in Organizational Behavior, Knowledge Management and Leadership, MA in Organizational Training at Azusa Pacific University, California, USA, 2002

Alan S. Reid

Full-time Lecturer in Law, Corporate Governance and Social Responsibility, LL.M, Dip.L.P, LL.B(Hons), in International Law at The Robert Gordon University in Aberdeen, 1994

Edmund Schofield

Full-time lecturer in Business Research Methods; MSc in International Hospitality Management – Leeds Metropolitan University, 2008; HND in Hotel, Catering and Institutional Management – Leeds Polytechnic, England, 1983.

Darren Sleeman

Full-time lecturer in Marketing; MBA in Hospitality Marketing (in conjunction with La Universidad Europea de Madrid), Les Roches Swiss Hotel Association School of Hotel Management, 2005 ; Diploma in Tourism Studies, Instituto San Martín del Perú, 1991 ; BA (Hons) in Latin American Studies, University of Portsmouth UK, 1989.

Maria Lazarev Zivanovic

Full-time lecturer in Tourism; MA in Tourism – University of Derby, 2006. Diploma in Hospitality Management, HIM, Switzerland, 1998

Claudio Zucco

Full-time lecturer in Tourism in the Associate Degree and Bachelor's Degree. Licence ès Lettres, University of Lausanne, Switzerland, 1983. Brevet d'aptitude à l'enseignement secondaire, Etat de Vaud, Switzerland, 1985, Specialization for mentors, Institut Suisse de Pédagogie, Switzerland, 2000, Alumni Relations Director.

3. Lecturers in Post Graduate Programs

Bertrand Ehret

Full-time lecturer in Food and Beverage Operations, Deputy Program Leader; Diplôme de Technicien Supérieur en Hôtellerie et Restauration, EHL, Switzerland, 1989; Wine Expert Diploma, 2006 HES-SO

Philippe Hanson

Full time lecturer in Entrepreneurship, Business Planning, People Management, Customer Service. Law Degree, University of Antwerpen, 1986

Eric Mabilon

Program Leader, Full-time lecturer in Rooms Division Operations; Master of Education, Endicott College USA, 2004; Brevet de Technicien Supérieur en Tourisme, Académie de Lyon, France, 1987

Steve Tustain

Part-time lecturer in English, Communication and Personal Development; Higher National Certificate in Applied Physics, Croydon College, UK, 1978, College of Teachers Certificate (TESOL) for Business English, USA, 2007.

Please refer to Associate Degree lecturers section for details on the following persons

- Mr Drazen Raguz

Please refer to the Professional Instructors section for details on the following persons

- Mr Stephane Besnard
- Mr Patrice Didier

Please refer to the Bachelor Degree section for details on the following persons

- Mr Edmund Schofield
- Mr Jackson Dang

4. Professional Instructors

Service

Stéphane Besnard

Full-time Senior Service Instructor in the Associate Degree program; BEP-CAP Service, St-Nazaire, France, 1984.

Carlos Da Silva

Full-time Instructor in the Associate Degree program, Swiss Federal Diploma in Restaurant Business 2001.

Tanguy Fertil

Full-time Instructor in the Associate Degree program; Brevet de Technicien Supérieur, Ecole hôtelière de Dinard, France 1993

Mathieu Gilbert

Full-time Instructor in the Associate Degree program; Diplôme de Sommelier, Ecole Hôtelière de Laval, Quebec 2006

Stéphane Joumard

Full-time Instructor in the Associate Degree program; BTS Mercatique et Gestion Hôtelière, Ecole de Bordeaux Talence, Bordeaux, 1995

Franck Laruelle

Full-time Instructor in the Associate Degree program; FFA Lausanne, Apprentissage de Serveur, Busseau, France, 1988.

Fabrice Nicolot

Full-time Instructor in the Associate Degree program; Certificat d'Aptitude Professionnelle Service et Cuisine, Ecole Simone Weil, Dijon France 1990

Patrice Oriol

Full-time Senior Instructor in service in the Diploma / Post Graduate programs. FFA, Lausanne, Switzerland, 2006; Brevet de Technicien Hôtelier, St-Chamond, France, 1987.

Luiz Toffanim

Full-time instructor in the Associate Degree program; PGD in Hospitality Management, Glion, Switzerland. 2007.

Kitchen

Frédéric Blandin

Full-time instructor in the Associate Degree program; Master of Education, Endicott College, USA, 2007; Brevet d'études professionnelles en hôtellerie - cuisine, Nantes, France, 1988.

Patrice Didier

Craft-Based Learning Kitchen Leader ; FFA, Lausanne, Switzerland, 2005; brevet fédéral de chef de cuisine, Switzerland, 2001.

François Eichenberger

Full-time CBL instructor in the Associate Degree program, brevet fédéral de cuisinier en hôtellerie et restauration, 2002.

Mariano Palma Canenā

Full-time kitchen instructor in the Associate Degree program, Certificat de Cuisine, Centre de Formation Continue pour Adultes, Geneva, CH, 1995.

Clive Ramsey

Full-time instructor in Pastry in the Associate Degree program; City & Guilds of London, UK., 1980.

Jean-Louis Roche

Full-time instructor in the Associate Degree program; Brevet Fédéral de Cuisine, 1995; Certified Hospitality Educator, 1998.

Pascal Sendron

Full time Kitchen instructor Brevet fédérale de cuisine 1985 St Brieuc

Sébastien Semenzi

Full-time instructor in the Associate Degree program, Baccalaureat Professionel Restauration, 1989,

Beat Röthlisberger

Full-time instructor in the Associate Degree programs, brevet fédéral de maître d'apprentissage, Switzerland, 1972.

Housekeeping

Flavia Van der Donk

Full time Housekeeping Instructor; Currently studying a Master in Education, Bulle. 2006 Northwood University USA - BBA (dual Major) in Business Management and Hotel & Resort Management, Hotel Institute Montreux, Switzerland. 2002 Swiss Higher Diploma University Center Cesar Ritz

Front Office

Eric Jouve

Full-time Front Office Instructor, BA (Hons) in International Hospitality Management, University of Derby 2001, Brevet de Technicien Hôtelier, mention «Réception», Lycée technique Savoie et Léman, Thonon les Bains, France, 1988

Karine Jung

Proportional Front office instructor, Associate Degree in Law, University of Strasbourg, France, 1995, Patente Hôtelier restaurateur, Pully, Switzerland, 2004

5. General Education

Sylvie Berruex

Part-time lecturer in French and S1 Leader, License ès lettres d'enseignement – section espagnol Université Paris, France.

Cathleen Cain

Part-time Lecturer in Community Development and Service Learning; Somatic Experiencing Practitioner, Foundation for Human Enrichment, 2002; Masters in Social Work, University of Sacramento USA 1985; Degree in Applied Behavioral Sciences, University of California USA 1983

Mary Cain

Proportional Lecturer in in Personal Development and Academic Skills and Psychology of Leadership, Postgraduate studies in Pedagogy for Colorado State Certification, Western Satate College of Colorado, 1989, BA in Experiential Education, University of California, 1982

Crystal Cavin

Lecturer in Principles of Geopolitics and English. MA in Education, San Francisco State University 2005; BA in History San Francisco State University 2001.

Dr. Diane Clayton

Proportional lecturer in Science and Society, Wellness, PhD Biochemistry and Nutrition, University of Fribourg, Switzerland, 1988; BSc Biochemistry, University of Bath, UK, 1982.

Elizabeth Delbreil

Full time lecturer in Information Technology; Diplôme Universitaire Technique (HES in Computer Science), University of Dijon, France 1992; Honours BA in English and French, University of Guelph, Canada 1987

Dr. Jon Ebersole

Proportional lecturer, Psychology, PhD St. Gall University, Switzerland (2010), MA University of Lucerne (2008) MA State University of New York (1983), BA Earlham College (1981)

Margaret Godwin

Proportional post English and and Principles of Geopolitics Lecturer – BA Hons , NUI, UCD, Dublin, Ireland, 1965. Med. 2008 Endicott College USA.

David Hall

Proportional post lecturer in Architecture and Design; Diploma in Architecture, Polytechnic of the South Bank, London, UK, 1982.

Claudette John

Full-time Lecturer in Information Technology; Masters in Business Administration , Houston, 1991

Andrew Keohane

Deputy Head of General Education and Full-time lecturer in English; DEA (equivalent to MPhil), University of Nancy, France 1995; MA in Teaching English as a Foreign Language, Birmingham University, UK 1992

Jannie Merminod

Proportional lecturer in Computer Operations and IT Teaching & Team Coordinator for Glion campus; Master of Education, GIHE 2011, Diplôme EURIC, Switzerland, 1996.

Maya Ramati

Full-time lecturer in English; BSc in Communication, Boston University, USA, 1993; Certificate in English Language Teaching Adults, Geneva, Switzerland, 1999.

Andrea Rodriguez

Part-time Lecturer in Spanish; BA in Literature (Spanish and English) 2005; CAP teaching certificate 2008

Dr Michaela Ruppert-Smith

Full Time lecturer, English, Foreign Languages, Text & Image, PhD Claremont Graduate University, CA, USA,(1992); MA Claremont Graduate University, CA, USA, History/ European Studies (1983); BA German (1970)

Lilia Sauvageat-Contla

Part-time lecturer in Spanish; BSc in Oceanology; BFFA-MI-EL teaching diploma

Rachel Studer

Proportional time lecturer in English; Diploma in English Literature, Open University Milton Keynes, UK, 2004; BA Honors in English, Open University, UK, 2009

Sabine Thambipillai

Part-time lecturer in the French Language; License en Lettres, Geneva University, Switzerland, 1978.

Sue Warburton

Language Coordinator and Proportional lecturer in English, MEd in Hospitality Organisational Training and Management, GIHE, 2012, Higher National Certificate in Biological Sciences, Stockport College, Stockport, Manchester, UK (1978).

6. Visiting Lecturers

Programs are regularly enhanced by visiting lecturers. The following are currently involved with the bachelor degree programs offered:

Susan Clark

MSc In Tourism, University of Surrey, BSc In Politics and Sociology, University of Bristol.

Sue has been working within the tourism industry as a practitioner and academic for many years. Since 2001 she has been a Visiting Lecturer and Research Associate at GIHE/LRG, specializing in tourism planning. She also teaches off campus courses on Sustainable Development in Florida for Purdue University. Her academic experience has included working at Universities and Institutes within the UK and the Netherlands. Industry experience is global and includes tourist boards, tour operators, Manchester Airport UK and a secondment to American Airlines, WWF (as marketing advisor to the PAN Parks European National parks project). She owns and operates her own consultancy business, specializing in sustainable tourism development projects. Now based in the Catskill Mountains of New York State, Sue is on the Executive Board of the Catskill Center for Conservation and Development and Chairs the Economic Development Committee.

Clara Crockett

Lecturer in US Literature and US Conflict in Literature. MA, in English and American Literature, London University, 1971. She has taught for many years in the UK and in the USA. She lectures in literature in the USA and UK on contemporary literature specializing on US authors.

William McCloughan

BA Modern History and Political Science, Trinity College, Dublin, 1965; Certificate in Further Education, Leeds University, 1974; Diploma in Further Education, Leeds University, 1984.

Senior Lecturer, City College, Norwich from 1970 to 1995 and has extensive teaching experience in liberal studies, communication, media studies. He also worked in Switzerland on the BA Hospitality Management program at Les Roches International School of Hotel Management in Switzerland.

Melissa Ronaldson

Lecturer in Models for Medicine. BSc (Hons) in Middlesex University, 2000. Melissa is a herbal medicine practitioner working for a number of organizations and running her own business which specialises in developing themed projects.

Ian Starsmore

MA Art History, University of Sussex, UK, 1969; BA (Hons) in Fine Art, University of Reading, UK, 1968.

Ian teaches "Words and Images". He has extensive teaching experience, namely: Lecturer Open University; MA Popular Culture; Course and Dissertation supervision. He was also Head of Department of Cultural Studies and Senior Lecturer Art History at Norwich School of Art and Design. He is part of the Mural Commission and has also contributed to various Art exhibitions and has written numerous articles for specialized magazines.

Mrs. Jean Parsons Tellwright

Counseling Certificate, Exeter University, UK, 1996; BEd, University of London, UK, 1972.

Mrs. Tellwright is a Lecturer in Transactional Analysis. Her past experience includes positions as Counselor and Art Therapist at various establishments and being an Art teacher at a number of Secondary schools and institutions.

Jon Tremain

MSc. Information Technology, Kingston University, 1987; BA (Hons) History and Philosophy, University of East Anglia, UK, 1967.

He was an IT consultant to Norwich Union and formerly principal lecturer in hospitality management systems and related subjects at City College Norwich. He has many years of teaching experience at degree and masters level. He was also the designer and implementation leader for the quality system in use at City College Norwich. He has worked in amateur theaters for over 20 years as an actor and director.

E. GLION LEISURE MANAGEMENT SCHOOL FACULTY

1. Associate Degree / Post Graduate programs

Andrew Belton

Lecturer in Financial Management, Managing Events, Sport Retailing and Merchandising, BA Business Administration and Management - London University

Paul Fynn

Full-time lecturer in System Analysis, Tour Operations and Visitors Attractions Management; MA in Education, John Ruskin University, 2006; PGCE Post-compulsory Education, Anglia polytechnic University 2001; BA (Hons) in Social Sciences CNA, Hatfield Polytechnic, UK, 1984.

Michael Hoy

Dean, Glion Leisure Management School, Lecturer in Sport Retailing, Sport and Media and Managing World of Sport.
MBA, International Management College, Buckingham, UK. 2001

Kathrin Schmidt

Full time lecturer in Event Management Subjects and Program Leader. Master in Economics (Marketing and Event Management),
University of Applied Science Osnabrueck and Flensburg, Germany.

Mike Abson

Full time lecturer in Events, Sports, Entertainment subjects. BA Marketing & Communications, Carlton University, Ottawa, Canada, 1974.

Maya Ramati

Full time language Teacher. Bachelor of Science in Communications – Broadcasting & Film, Boston University USA. Certificate in English
Language Teaching to adults (CELTA), the Bell Language School, Geneva.

Josephine Underwood

Full time lecturer in Accounting. Business Studies & Finance Higher National Diploma, UK, 1990; Master Degree in Leisure and Tourism,
University of North London, UK, 1998.

F. GRADUATE SCHOOL FACULTY**Dean of the Graduate School: Dr. Lyn Glanz**

Dr Lyn Glanz (PhD MSc, BSc, CQSW) experience includes consultancy in the design and delivery of international mobility and acculturation
programs to multinationals and academic institutions in both the Netherlands and Switzerland. Her expertise centers on international
mobility, cross cultural communication and leadership development. Dr. Glanz gained her PhD from the Erasmus University in Rotterdam,
The Netherlands. Her MSc, BSc and professional qualification in social work are all from the
London School of Economics.

Director of Research: Dr Ian Jenkins

Ian Jenkins, (BSc Econ, MPhil, PhD, University of Wales) has worked in the tourism and leisure industries for the last twenty years as a
researcher, senior lecturer, consultant and director of several research units. This work has resulted in numerous publications including
industry reports, conference papers, academic articles and book chapters; he has also been a peer reviewer for journal articles. Some of
the research projects he has been involved with have resulted in legislative change and improved industry standards. In addition, he has
undertaken work for prestigious organizations such as UNESCO, British Council, British Standards Institute, Health and Safety Executive,
VisitWales and CEN. His research and consultancy expertise ranges from niche tourism development through to risk management of
adventure tourism products. Ian is currently an external examiner for the University of Birmingham at both undergraduate and postgraduate
level. He has also recently been invited to be a PhD examiner at Cranfield University.

Deputy Director of Research: Dr. Ruth Rios-Morales

Prior to joining the Laureate Group in Switzerland, Dr Rios-Morales (PhD, MSc, BSc) taught international business and finance at the
School of Business Studies, Trinity College Dublin. Dr Rios-Morales obtained her Ph.D. from the University of Ulster where she taught
politics of international business. After finishing her Ph.D., Dr Rios-Morales moved to Spain where she worked at the Universidad de
Zaragoza. Dr Rios-Morales has published in top academic journals and her research has been acknowledged by international institutions
such as the United Nations Conference on Trade and the World Bank. Dr Rios-Morales has also been engaged in advice and policy roles
with institutions such as the Institute of International Trade of Ireland, State Failure Task Force of NATO and Oxford Analytica.

2. Faculty - Master of Business Administration & Master of Science**Program Leader MBA - Alain Gervais**

Alain Gervais, lecturer of Economics and Statistics at Bulle Campus for the Graduate Program. His teaching experience includes Accounting
& Finance, Quantitative Methods and International Management at Lausanne Hotel School where he was also academic coordinator and
dissertation supervisor. Alain benefits from an international management experience in service sectors including, hospitality, real estate,
trading and retailing, in Switzerland, Saudi Arabia and Thailand.

He possesses a Bachelor Degree in Economics and a Master Degree in International Management (MIM) from the University of Lausanne,
and holds a Diploma in Hospitality Management from Lausanne Hotel School. He is currently a doctoral candidate at the Ecole des HEC,
Lausanne, researching in the international management of service operations.

Program Leader Online MBA - Dr Martin Senior

Martin Senior started his early career in the UK hospitality industry before moving onto training and then education. He obtained a BSc
in Catering Management, an MA in Distance Education, and a PhD in Marketing. He has focused his teaching mainly on Change &
Innovation Management and Consumer Behavior and has taught face-to-face, at a distance through correspondence, as well as online
using elearning, principally for international students. Dr. Senior's current research interests revolve around the challenges faced by
managers and students working together online across country and cultural boundaries.

Program Leader Msc in International Hospitality Finance - Pia Huh

Full time faculty member at Bulle campus, and is currently pursuing Doctor of Business Administration at Edinburgh Business School, Heriot-Watt University, Edinburgh, UK. She has obtained Master of Banking and Finance, Université de Lausanne, Lausanne, Switzerland, 1999, Master of Professional Studies, Cornell University, Ithaca, New York, USA, 1994, and Bachelor of Science in Hotel Management, New York University, New York, USA, 1988. Pia Huh had hotel operation and consulting experiences in USA and Switzerland before she joined GIHE as a Finance lecturer in 1999. She has been a dissertation leader and a finance subject leader. She developed various finance courses and taught Glion MBA online course. Recently, she has taken a role of program leader of the new Glion Master of Science in International Hospitality Finance. She contributed to conference papers and coordinates working paper series at GIHE.

Dr. David Horrigan

David Horrigan, full time faculty member at Bulle campus and formerly Adjunct Professor and President of Edu Marketing Management, a non-profit marketing resource for colleges and universities. David has had various marketing and management experience, working in the professional marketing and advertising fields. He has worked on brand teams such as the United States Army, Honda Motorcycles, Kraft General Foods, RJ Reynolds, and Monster.com. David has also been a faculty member and administrator in academia, teaching various marketing management, advertising and communication courses. Institutions that have benefited from his instruction include Boston College, Fairfield University, University of Connecticut, North eastern University, Emerson College, and Endicott College. David has also served as Director of Marketing and Communications for Pace University in New York City. David has an undergraduate degree in marketing and psychology from the University of Massachusetts, a Master Degree from Boston University, and a Master from the University of Connecticut and a PhD in the Marketing Communications from the same university.

Peter Juskiw

A PhD candidate at Walden University, Minneapolis USA, Mr Peter Juskiw (MA, MCIPD, Cert Ed) has been a full member of GIHE faculty since January 2005. Before joining the faculty he lectured in the UK at various academic institutions such as West Herts College on courses accredited by the University of Hertfordshire, visiting lecturer at Middlesex University, Thames Valley, University in human resources related subjects on mainly professional and post graduate courses. Before going into the lecturing profession he worked as a Human Resources Manager at Hewlett Packard and other blue chip companies. His research interests include human capital theory, career development, performance improvement and knowledge management.

Henri Kuokkanen

Henri Kuokkanen is a PhD candidate at Leeds Metropolitan university and holds a Master degree in Economics from the Helsinki School of Economics. His experience includes treasury, risk and business control management within the global telecoms industry. Before joining the faculty as a lecturer in revenue management and finance, he was a partner in a consulting company focusing on transforming corporate social responsibility (CSR) into a competitive advantage. His field of research encompasses the role of CSR in tourism and events, in particular the business potential that responsibility offers.

Online MBA Program Director - Mary Farmer

Mary Farmer has been involved with the Glion Online MBA from its inception, both as online and lead faculty for HRM. She has many years of online teaching and curriculum design experience with universities around the globe, including the University of British Columbia. She frequently guest lectures at Business Schools in Europe and North America. Mary has long experience as a consultant, executive and thought leader in global business. Her passion is around leadership, communication, people and talent development. She specializes in workplace innovation, creating high performing teams and inclusive working environments, maximizing organizational effectiveness, organizational learning and development and succession and workforce planning design. Former Director of Diversity and Inclusion for Philips CHRM in Amsterdam, she is presently Executive Director of the Talent and Inclusion Strategy Network for Executive Networks, where she connects the enterprise heads of talent, diversity and inclusion from the largest corporations in the world, including American Airlines and Intercontinental Hotel Group. Following studies in Journalism and Cultural Anthropology, Mary holds an MBA in International Management from Leiden University and is doctoral candidate in Organizational Behaviour at the University of Amsterdam.

Jan Williams

Adjunct Professor as well as the president of a small e-based, management consulting business that emphasizes the integration of Information Technology with global business strategies. Prior to start-up of her company, she managed large hardware and software development projects for aerospace giants Honeywell, Loral, and Lockheed Martin. Since the late 80's, she used the Internet to manage product set-up and manage the outsourcing of critical product developments to team members in the UK and Japan, where large potential markets for the products existed. Jan earned a BA in languages and economics at MacMurray College, US, 1968, an MBA at Boston University, US, 1978 and studied executive management of high-tech companies at Stanford University, US, 1983.

Please refer to the Bachelor Degree Lecturers section for details on the following persons:

- Mr Les Downing
- Mr Geof Gibbas
- Mr. Jackson Dang
- Mr. Rafi Chammassian
- Ms. Susan Clark

Please refer to the General Education section for details on the following person:

- Mr David Hall

3. Faculty - Online Master of Business Administration

Some online Faculty are profiled below:

Frank F. Cota

Lecturer International MBA Program, DBA in International Business Management, International School of Management (ISM), US, 2009; BA Finance, California State University Fullerton (C.S.U.F.), US, 1999. Frank F. Cota has over 20 years experience in hospitality and management operations, working as an operations and field manager for various organizations – Pepsi Cola Co., Del Taco, Taco Bell, KFC, and CKE - in the US and for the past 11 years progressed to management consulting and ownership. In 2006 he returned to full-time education to obtain a DBA and then moved on to become a trainer and management consultant for several US school districts management operations as well as owned and operated several restaurant franchises. Frank F. Cota joined GIHE in 2010 as a lecturer for the new Glion Online MBA. Over the past 10 years he has also carried out several corporate training assignments, as well as teaching on a variety of distance and online graduate and undergraduate programs for a several US universities. Frank F. Cota has also presented papers at academic conference proceedings and published articles in peer-reviewed academic journals with emphasis on internationalization, human resource management, organizational learning and entrepreneurship.

Kris Iyer

Kris Iyer has a PhD in Economics and Applied Econometrics, a Masters in International Economics and Finance, an MBA, and a Bachelors degree in Commerce. His areas of specialization include international trade, investment and business, economic policy, survey design and research methods. He has authored several journal articles, technical reports and policy papers. Kris joined GIHE in 2010 as a lecturer for the new Glion Online MBA. Kris has served as Chief Advisor, Research at the Ministry of Economic Development, The Government of New Zealand. He is a well known consultant holding a senior role in one of New Zealand's leading consulting companies and also owns a successful analytics services firm. Kris and his family live in Auckland, New Zealand.

Marco Albarran

Marco Albarran, an adjunct for Glion Online MBA for Hospitality, is the founder of Remarkable Hospitality, Inc., an international hospitality social site where service and hospitality professionals have the opportunity to share their service recovery stories and results, and jointly operates as a consulting and educational firm that assists companies to perform successfully by developing and continuously improving guest service standards, by means of education, training, observation and professional advice. Recently, Marco joined HotelExecutive.com as Contributing Editor for the Hotel Business Review. Before launching Remarkable Hospitality, Inc., Marco worked with HVS, working on national and international consulting projects, including market and feasibility studies for proposed and existing lodging facilities. Prior to this, he was the Academic Program Director for Hospitality Management for Florida Metropolitan University, a subsidiary of Corinthian Colleges, Inc. Marco has also worked with various hotel management companies and quality assurance companies, focusing on service analysis, management and consulting. Marco studied Hospitality Management at Lynn University in Boca Raton, FL, where he earned an MBA with an emphasis in Hospitality Management. He is fluent in Spanish and Portuguese. Marco has 15 + years of experience in the hospitality industry with a focus on service, hotel/restaurant operations, hospitality real estate consulting (market and feasibility studies), quality assurance, and education/training.

Antonis Anastassiades

Adjunct Faculty member, Managing Director at Anadixis Hospitality, Master in Business Administration (MBA), University of Liverpool, UK, 2010; BA in Hospitality and Finance, Glion Institute of Higher Education, Switzerland, 2006. Antonis began his career in the field of Congress and Meetings Management and later transitioned into the electronic market industry, working for a large international hotel chain. Antonis' skill set includes managing portfolios of hotels within the various electronic market channels and increasing efficiency. Through his experience, Antonis moved on to creating his own company, Anadixis Hospitality, which amongst others, focuses in providing various e-commerce solutions and services for Hotels. Antonis joined Glion Institute of Higher Education taking a role of lead faculty member for the Hospitality, Services, and E-Marketing module.

Kate Buchanan

Kate is the former Program Director responsible for the oversight of academic operations of the Glion Online MBA for the purpose of ensuring quality and consistency of program, faculty and student experience. She holds an MA in Mass Communication from the University of Leicester and a BA (Hons) in French Studies from the University of Manchester as well as language teaching diplomas in English and French. Kate began her career in the hospitality industry before moving into education. She has extensive experience in Hospitality Education in particular, having worked in various leadership roles in the field of Digital Marketing for Glion Institute of Higher Education, Les Roches International School of Hotel Management (in Switzerland, and the branch campuses in both Spain and China), Blue Mountains International School of Hotel Management and Australian International Hotel Management School. She has also been involved in consulting and training for HYPERLINK "<http://www.bits-iserlohn.de/>" BiTS - Die Unternehmer-Hochschule, ECE HYPERLINK "<http://www.ece.fr/>" (Ecole Centrale d'Electronique) and HYPERLINK "<http://www.uem.es/>" UEM (Universidad Europea de Madrid). She also teaches marketing at undergraduate and graduate level.

Andrea Luoma

PhD in Leadership, 1999, and MA in Organizational Communication and Training and Development, 1992, from Washington State University, Pullman, Washington; BA in International Relations and Political Science, 1988, from St. Cloud State University, Minnesota, USA. Dr. Luoma's current fulltime role is a lead faculty at San Diego Mesa College. Having additional hospitality and tourism academic experience she has taught at the masters, bachelors and associates levels, and her teaching also extends into the industry certificate programs. She is a curriculum development expert at six higher education institutions, some in a consulting role. Dr. Luoma's hospitality-related experience was as an event manager in the higher education sector. She has a variety of corporate experience from several multinational companies including Microsoft and Honeywell. Additionally Dr Luoma is an ambassador for industry partnerships and has assisted students gain industry experience with key organizations such as Marriott International and Starwood Hotels.

Marvee L. Marr (Mentor / Monitor)

DBA, Doctorate in Business Administration, Argosy University, 2011; MBA, Human Resources Concentration, Inter American University 2000; MFA, Creative Writing and Teaching of Writing, Columbia College of Chicago, 1996; BA, Communications and Women Studies, University of Missouri, 1987. Dr. Marr has been teaching in higher education for fifteen years, and is currently an Assistant Professor at City University of Seattle-Europe. In addition, Dr. Marr has a background in corporate human resources and worked for seven plus years in the hospitality industry. In conjunction with teaching, Dr. Marr also does consulting and training in the human resources and organizational behavior fields.

Noelle O'Connor

Noëlle is a graduate of the Institute of Technology Athlone, The Michael Smurfit Graduate School of Business (University College Dublin), Dublin Institute of Technology and Fáilte Ireland (the National Tourism Development Authority) (Ireland). Currently, she is the Senior Lecturer in Tourism and Hospitality Studies and the Course Director for the Bachelor of Arts (Honours) in Business Studies with Event Management Programme in Limerick Institute of Technology (Ireland). Previously, Noëlle was the Acting Head of Department of Languages, Tourism and Hospitality in Waterford Institute of Technology and have lectured for many years in other Irish higher education institutes including Dublin Institute of Technology. She is currently an extern examiner for the University of the West of Scotland and Bath Spa University (UK). She has a wide range of industrial experience, having worked in the Irish, British, French and Austrian hospitality industries. She edited the book; *Tourism and Hospitality Research in Ireland* (2007) and also published *A Film Marketing Action Plan for Film Induced Tourism Destinations - Using Yorkshire as a Case Study* (2010). She is presently on the Editorial Review Board for many of the leading tourism journals such *Annals of Tourism Research* and *Tourism Management*. Her research focus is in the area of film induced tourism, celebrity endorsement of tourism destinations, destination branding and tourism education. She has presented her research findings at many international conferences (Australia, Belgium, Greece, Ireland, Northern Ireland, Switzerland, the UK, and the United Arab Emirates) and referred journals (namely the *International Journal of Tourism Research*, *Journal of Vacation Marketing* and *Tourism Culture and Communication*).

Michael Stutler

Michael Stutler is originally from West Virginia where he earned his undergraduate degree in Business Administration from West Virginia University. Michael has spent the majority of his business career as a leader in the retail and hospitality industries. Since he started teaching in 2007, Michael has led courses in marketing, organizational leadership and hospitality and holds an MBA and Masters in International Business degree's from Webster University. Michael and his family currently live in Florida and enjoy traveling in their spare time.

Please refer to the MBA Lecturers section for details on the following persons:

- Susan Clark
- Jan Williams



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