



Policies and Procedures Handbook



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Campus Living

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1.0 Intro

This framework outlines the standards, procedures, and services supporting student residential life and campus operations. It is designed to provide students with a safe, supportive, inclusive, and professionally managed living environment that enhances academic success, wellbeing, and community engagement.

1.1 Definitions & Abbreviations

Campus Accommodation: Housing provided by the school.

Resident: Any student assigned to campus housing.

Room Inventory: Document listing room condition & contents at check-in & check-out.

Front Office Team: Administrative staff managing accommodation services.

F&B: Food and Beverage

RMT: Residence Management Team, staff on campus 24/7

1.2 Conformity

This policy responds Quality standards. For more information about the Quality Standards, please refer to the quality standards document.

Some of the referenced materials in this policy may be intended for a different target audience, as a result, may not be accessible to all readers of this policy.

Please note that any new version of this document supersedes and replaces all previous versions. It is the responsibility of the recipient to ensure that they are referring to the most recent version for accurate information and compliance.

2.0 Front Office Services

The Front Office serves as the primary support center for residential and operational student services. The Front Office team supports students with:

- Accommodation and room assignments
- Key and access management
- Maintenance and housekeeping requests
- Activity and excursion registrations
- Mail and parcel services

- Storage arrangements
- Student parking registration
- Lost and found inquiries
- General campus assistance and guidance

Students are expected to communicate respectfully with Front Office staff and follow all operational procedures.

2.1 Accommodation

The school provides accommodation for students during specified term and semester dates. Students wishing to live off campus must obtain approval from the Operations Director/Manager or Assistant Operations Director/Manager. For full information, please refer to the Accommodation Policy

2.2 Room Inventory & Check-In Procedures

Upon arrival, students receive:

- Room Inventory Form
- Induction Point Control Form

Students must:

- Inspect the room immediately & record any damage or missing items
- Return signed documentation to Front Office within one week

Failure to report damages may result in charges upon departure.

Damages & Repairs

Students must immediately report any damage or maintenance issue to the Front Office or Residence Supervisor.

Examples include:

- Broken furniture
- Water leaks
- Electrical issues
- Damaged fixtures

Students responsible for damages may be charged repair or replacement costs through invoicing or security deposit deductions.

2.3 Check-Out Procedures

At the end of the term or semester:

- Rooms will be inspected
- Inventory checks will be conducted
- Keys/keycards must be returned
- Departure formalities must be completed

Students are responsible for returning rooms in the same condition received.

Additional Charges May Apply For:

- Late departures
- Improper check-out procedures
- Lost keys or access cards
- Excess cleaning requirements

2.4 Key Management, Room Keys & Access Cards

Students receive individual room keys or keycards.

Lost Keys

Lost keys or cards must be reported immediately. Replacement charges may apply.

2.5 Student Name Badges

Students must carry valid student identification.

Replacement charges apply for lost name badges or pins.

2.6 Registration of Activities

Students may register for:

- Excursions
- Leisure activities
- Professional visits
- Sports events

Cancellation Policy

- Free activities: cancellation allowed up to 72 hours before departure
- Paid activities: cancellation allowed no later than 72 hours prior

Late cancellations may result in loss of deposits or fees.

2.7 Housekeeping Requests

Students experiencing housekeeping issues should contact the Front Office for support and resolution.

2.8 Maintenance Requests

Maintenance concerns must be reported immediately such as:

- Broken lighting
- Plumbing issues
- Heating concerns
- Furniture repairs

3.0 Other service/support of Front Office

3.1 Student Mail

Mailboxes or pigeonholes are available near the Front Office.

Students are responsible for:

- Checking mail regularly
- Monitoring school email accounts daily
- Collecting parcels personally with student ID

The school is not responsible for missing or damaged mail.

3.2 Student Parking

Students owning or renting vehicles must:

- Register vehicles with Front Office
- Obtain parking authorization
- Pay applicable parking fees

Parking availability is limited and subject to availability.

4.0 Other departments on campus

4.1 Sports & Leisure - Activities on or off campus

Sports & Leisure

The Sports & Leisure Department organizes:

- Hiking and biking trips

- Team sports
- Cultural events
- Weekend activities
- Skiing trips
- Student engagement activities

Students are encouraged to participate and suggest new activities.

SEG Sports Day

Sports Days are organized twice a year in football, basketball, volleyball & Ping Pong to encourage:

- Teamwork
- School spirit
- Student engagement
- Cross-campus collaboration

Please see your Sports and Leisure coordinator for further information & team trainings.

Professional Excursions

Each term or semester may include:

- One optional sightseeing or cultural excursion
- One professional hospitality-related visit or trade fair

Additional excursions may require separate payment.

4.2 Residence Management Team

The Residence Management Team ensures:

- Student safety
- Policy enforcement
- Campus supervision
- Emergency response support

Visitors & Guests

All visitors must:

- Register upon arrival
- Provide identification
- Wear visitor passes

Visitor Restrictions

- No overnight guests permitted
- Visitors must leave by 22:00
- No visitors during term breaks

Management may refuse entry or remove visitors at its discretion.

Campus Safety

Safety measures include:

- CCTV monitoring
- Fire drills
- Fire Marshal Teams
- Emergency evacuation procedures

Students must comply with all emergency instructions from staff.

Fire Safety Violations

Misuse of fire equipment or triggering false alarms may result in as per Code of Student conduct policy

4.3 Student Counsellor Services

Student counsellors are here to provide support towards wellbeing and counselling. Students may seek support for:

- Counseling
- Medical referrals
- Dental appointments
- Health advice
- Personal wellbeing concerns

The Student Counsellor assists students in arranging professional support when necessary.

Prevention & Wellbeing Programs

Mandatory welfare sessions are organized for all new student every intake that covers:

- Swiss laws
- Alcohol and drug awareness
- Personal wellbeing
- Student support services

First Aid

First aid support is available with the student counsellors or through:

- Front Office
- Residence Supervisors
- Designated first aid stations at front office or main restaurants.

4.4 Food & Beverage Department

Self-Service Restaurant

The school provides:

- Breakfast
- Lunch
- Dinner
- Weekend brunch

Meals in self-service restaurants are included in school fees.

Upon arrival to campus, you will receive further information from the F&B team regarding different services, opening hours and functions.

Brig Campus Self Service Campus

The school provides:

- Lunch on Weekdays
- Dinner on Weekdays

Meals in self-service restaurants are included in school fees.

Upon arrival to campus, you will receive further information from the F&B team regarding different services, opening hours and functions.

Training Restaurants

Students may reserve dining experiences in training/application restaurants in advance.

Dietary Requirements

Students with Allergies or Dietary restrictions should inform the Operations Team and Student Counsellor.

In case of allergy, individual students are responsible for ensuring that they know the menu composition and included substances and ingredients.

Foodies Outlets

24/7 snack and beverage outlets are available across campuses at nominal cost. Upon arrival to campus, you will receive further information from the F&B team regarding different services, opening hours and functions.

5.0 Learning & Academic Support Facilities

5.1 Teaching Facilities

Students may reserve classrooms for study purposes during designated hours, please see with Front office or RMT.

Classroom Booking Rules

- Maximum booking periods apply
- Rooms must be returned in original condition
- Booking students assume responsibility for the room

5.2 Learning Resource Centre

The Learning Resource Centre supports:

- Study and research
- Academic mentoring
- Access to e-books and journals
- Peer academic support programs

6.0 Public Facilities, Storages & Outdoor Areas

Students are expected to:

- Respect public facilities
- Maintain cleanliness
- Dispose of waste appropriately
- Report damages immediately

Outdoor spaces must be used responsibly and respectfully.

Valuables

The school is not responsible for:

- Lost items
- Theft
- Damage to personal belongings

Students should avoid storing large sums of money in rooms. Students may request to deposit money in the Front office safe for up to 10 days while opening a bank account.

6.1 Storage Services

- Short-Term Storage available for students changing rooms during term breaks.
- Transfer Storage available for students transferring campuses.
- Long-Term Storage available for internship students where space permits.

Storage Conditions

- Maximum storage weight limits apply
- Items must be labeled correctly
- Food and unsafe materials are prohibited

The school reserves the right to dispose of unclaimed items after the permitted storage period.

6.2 Student Laundry

Campus supports in providing pay per use laundry facilities operated via app. The laundry itself will consist of:

- Washing machines
- Tumble dryers
- Drying and ironing areas

Students may only wash and dry clothing in designated areas.

Ironing Policy

Personal irons are prohibited in student rooms due to fire regulations.

Unauthorized irons may be confiscated.

7.0 Conduct, Accountability & Community Expectations

Students are expected to:

- Respect school property
- Follow campus rules
- Maintain respectful behavior
- Support a positive community culture

Violations may result in disciplinary actions such as described in the code of student conduct.

8.0 Waiver of Liability

Students participating in excursions or activities acknowledge personal responsibility for:

- Personal injury risks
- Loss of belongings
- Compliance with safety instructions

The school reserves the right to modify services, policies, or procedures when necessary to support operational, legal, or safety requirements.

9.0 Related Documents

9.1 Policies

9.2 Procedures

9.3 Others

9.4 Department Contact & Links

9.5 Publication approval

Accommodation Policy

Document Name	Accommodation Policy	Author :	RTH
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1.0 Introduction

It is our group's aim to facilitate our student's lives by offering accommodation on campus throughout the duration of the studies, instead of finding themselves in the deep end of Switzerland's complicated rental market. The below policy explains the school's accommodation policy.

1.1 Definitions & Abbreviations

Campus Accommodation: Housing provided by the school.

Resident: Any student assigned to campus housing.

Room Inventory: Document listing room condition & contents at check-in & check out.

Front Office Team: Administrative staff managing accommodation services.

1.2 Conformity

This policy responds Quality standards. For more information about the Quality Standards, please refer to the quality standards document.

Some of the referenced materials in this policy may be intended for a different target audience, as a result, may not be accessible to all readers of this policy.

Please note that any new version of this document supersedes and replaces all previous versions. It is the responsibility of the recipient to ensure that they are referring to the most recent version for accurate information and compliance.

2.0 Chapter

2.1 Purpose

This policy ensures fair and equitable access to campus housing while promoting a safe, inclusive, and respectful living environment that supports students' academic success and wellbeing.

2.2 Scope

This policy applies to all students residing in campus accommodation, including new, returning, and ongoing students.

2.3 Eligibility Criteria

Students must meet enrolment and school requirements to qualify for campus accommodation.

3.0 Accommodation Bookings and Allocation

3.1 Allocation Process

Rooms are assigned on a first paid, first served basis upon receipt of full payment. New students are prioritized for main campus buildings where possible.

Returning students are assigned to remaining accommodations based on requested category and payment timing.

Ongoing students staying for consecutive terms will remain in the same room and will be invoiced accordingly, unless if they request a new room (see section 6.)

3.2 Payment Delays

Students may not receive their preferred room category if payment is delayed. In such cases, allocation will be adjusted based on availability and invoices updated accordingly.

3.3 Specific Requests

Students may request specific rooms or roommates via enrolment forms or email. While best efforts will be made to accommodate requests, they are not guaranteed.

4.0 Types of Accommodation on Campus

Details of room categories and housing options are available on the school's official website.

5.0 Room Changes

5.1 During Term

- Room changes are subject to availability.
- A two-week room freeze period applies at the start of each term.

- Requests must be submitted by the end of week two for processing by week three.
- Downgrades do not qualify for fee reductions.
- Upgrades are charged on a pro-rata basis.

5.2 Future Terms

Requests for room changes for future terms must be submitted by week six of the academic term

5.3 Free room Upgrades

- Free upgrades may be offered when the requested category is unavailable.
- Student will be informed by the end of week one.
- To retain the upgraded room for the following term, students must confirm by week three and pay applicable fees.

6.0 Terms of Occupancy

6.1 Check in Procedures (Room Inventory)

Students receive a room inventory & induction form upon arrival:

- Rooms must be checked immediately for damages or missing items.
- Signed forms must be returned within one week of arrival.

6.2 Check-out Procedures

Rooms must be returned in the same condition as received, at the end of a term a reservation is made for check out where inventory checks are conducted upon departure. Students must return keys/electronic badges and complete all departure formalities.

6.3 Late or Improper Check Out

- Administration fees apply for late departure or incomplete procedures.
- Charges apply for lost keys or access cards.

6.4 External Accommodation Kitchens

In case the accommodation is equipped with a kitchen, they must be returned clean (surfaces, equipment, stove, etc...). Cleaning costs will be shared among occupants if external cleaning is required.

7.0 Fees and Payments

- Housing fees must be paid in full prior to allocation.
- Deposits may be used to cover damages or missing items.
- Additional charges apply for damages, lost items, or non-compliance.

8.0 Maintenance and Damages

Students must report damages immediately to the Front Office or the Residence Supervisor.

The Maintenance team will conduct research to find a solution and do their utmost to complete repair promptly.

Students are financially responsible for damages they cause, which may be invoiced or deducted from deposits.

9.0 Campus Living

Students must maintain their rooms in acceptable living condition, including:

- Cleanliness and hygiene
- Proper use of facilities
- Avoiding clutter, damage, or unsafe practices

Rooms found below acceptable standard of living (e.g., in untidy state or with unauthorized items) will be documented. Repeated violations may result in removal from campus accommodation at the student's expense.

9.1 Code of Conduct and Monitoring Compliance

Infractions include:

- Smoking or alcohol consumption
- Unauthorized electrical devices
- Cooking in rooms
- Presence of pets (not permitted)

Violations will be reported to management.

10.0 Room Checks

10.1 Standard room checks

Regular room checks are conducted by Residence Management, Maintenance and Housekeeping teams to ensure that the upkeep of premises is done as per planned (bi-weekly housekeeping visits) or requested (Maintenance) checks.

10.2 Full Room Checks

- Conducted by at least two staff members.
- Require student presence and cooperation.
- May include inspection of personal storage (bags, cupboards).

Failure to cooperate or refusal:

- May result in removal from accommodation for future terms.
- In serious cases, may lead to immediate eviction or further disciplinary action.

Students may report concerns about improper checks to the operations management team.

10.3 Emergency Access

In case of emergencies, authorized personnel (staff, fire department or police) may access rooms at any time.

11.0 Unauthorized Items

The school will confiscate unauthorized items, and a meeting will be arranged with management:

- Items may be returned if deemed safe or held until term end.
- Unclaimed items will be discarded.
- Open alcohol containers and illegal or dangerous items will be disposed of immediately.

During the meeting appropriate sanctions will be given (warning or final warning letters issued)

12.0 External/Independent Accommodation

In-house accommodation is mandatory for all new students. Only returning year 3 undergraduate or returning postgraduate students may apply for exceptions for external accommodation.

Cohabitation is not permitted in campus housing; students must arrange external accommodation.

Students choosing to live externally receive refunds in accordance with schools' terms and conditions.

13.0 Term Break Accommodation

Ongoing students may stay during term breaks at designated campuses for a nominal fee.

Availability and campus location are determined by the school, and the information is sent via email during the term. Students must register promptly when information is provided by the Front office team.

14.0 Roles & Responsibilities

- Front Office Team: Manages bookings, requests, and communication.
- Residence Management: Oversees compliance and operations.
- Students: Responsible for adherence to policies and maintaining accommodation standards.

15.0 Disciplinary Procedures

Violations may result in:

- Warnings
- Financial penalties
- Removal from campus accommodation
- Further disciplinary action

16.0 Policy Review

This policy is reviewed periodically and may be updated. Students will be informed of any changes.

Code of Conduct for Students

Document name:	Student Code of Conduct	Author:	RTH
Approved by:	Quality, Assurance, Operations	Version no:	1
Last review Date:	April 2026	Next Review:	August 2027

1.0 Intro

This Code of Conduct establishes the standards of behavior expected from all students. It reflects the institution's commitment to fostering a respectful, safe, and academically focused environment that supports learning, personal development, and community wellbeing.

1.1 Definitions & Abbreviations

Student: Any individual currently enrolled in an academic program or on internship.

Staff: All academic, operational & administrative personnel.

Campus: All physical and virtual environments associated with the school.

Misconduct: Any behavior that violates this Code or schools' policies.

1.2 Conformity

This policy responds Quality standards. For more information about the Quality Standards, please refer to the quality standards document.

Some of the referenced materials in this policy may be intended for a different target audience, as a result, may not be accessible to all readers of this policy.

Please note that any new version of this document supersedes and replaces all previous versions. It is the responsibility of the recipient to ensure that they are referring to the most recent version for accurate information and compliance.

2.0 Chapter

2.1 Purpose

- Promote a respectful and inclusive environment
- Define acceptable standards of behavior
- Ensure fairness in disciplinary processes
- Protect the wellbeing of the community

2.2 Scope

This Code applies to:

- All enrolled students or on internship
- While on campus, within the school accommodation, internships, and online environments
- Any activity representing the school

3.0 Behavior & Discipline in the Community

3.1 Guiding Principles

The school is committed to maintaining a respectful, inclusive, and safe community:

Respect and Inclusion

All members of the community have the right to be treated with dignity & respect. Discrimination is not tolerated.

Students and staff are treated equally regardless of race, color, nationality, ethnic origin, gender, sexual orientation, marital or parental status, age, disability, political or religious beliefs, or socioeconomic background.

Safety and Wellbeing

The school’s aim is to maintain a safe and welcoming environment. Violence, abuse, bullying, and harassment are strictly prohibited.

Any behavior that threatens the wellbeing of others is unacceptable.

Shared Responsibility

All members of our community—students and staff—are responsible for:

- To be a role model of appropriate behavior
- Speaking out against misconduct where safe to do so
- Acting with accountability and integrity

3.2 Code of Behavior

Students are responsible for their actions and the consequences of those actions.

Our code of behavior sets out the standards of conduct expected of our students. It holds individuals and groups responsible for the consequences of their actions. Failure to fulfill these responsibilities may result in disciplinary action.

Prohibited conduct includes, but is not limited to:

- Assault, harassment, intimidation, or threats

- Endangering health or safety of others
- Theft, damage, or misuse of school property or property belonging to someone else
- Disruption of school activities
- Unauthorized use of school facilities, equipment or systems
- Providing false information or falsifying records
- False accusations against others
- Use, possession or distribution of illegal drugs
- Use, possession of weapons or related items
- Violations of alcohol policies
- Encouraging, aiding or conspiring to misconduct
- Failure to comply with disciplinary measures as per listed below.

3.3 Disciplinary Procedures

Minor Infractions

- May result in warning letters
- Four minor infractions may lead to a final warning
- Continued misconduct may result in disciplinary review and possible expulsion
- Warnings may be removed after demonstrated behavioral improvement & review

Serious Infractions

- May result in direct final warning, suspension, or expulsion
- This includes behavior that threatens safety or community wellbeing

Professional Conduct Classification

On the student's transcript for each of the academic term a professional conduct is tracked.

- Highest Professional Conduct (after one minor infraction)
- Satisfactory Professional Conduct (after three minor infractions)
- Poor Professional Conduct (after four minor infractions)
- Failed Professional Conduct (after five minor infractions or one serious infraction)

3.4 Disciplinary Board

Function

The Disciplinary Board function is to reviews serious misconduct cases and determines appropriate sanctions.

Membership

- Director of Operations or delegate (Chair)
- Dean or Assistant Dean
- Head of Department or Program Manager

- Academic Assistant (minutes)
- Student Counsellor (if required)

Process

- Students are invited to attend hearings
- Proceedings may continue in absence if necessary or if student refuses to attend
- Evidence is reviewed and documented
- Student may be suspending from classes until the board has convened while remaining on campus and reached a decision
- Outcomes are issued within 72 hours and may be shared to parents, guardians, sponsors or representatives depending on the gravity of each case

Possible Outcomes

No further action:

- Disciplinary board, Final warning, with further breaches resulting in immediate dismissal

Restriction room -> school -> room

- Suspension (temporary or full term)
- If full term the student will need to vacate the campus and go through early departure from school. No financial refund will be given for the time of suspension or in case of dismissal

Student requested to live independently:

- Student is required to find their own accommodation at their own cost. The student is not entitled to any refund.

Expulsion

- Expulsion decisions are made only by the full Disciplinary Board. No financial refunds are granted in cases of suspension or expulsion.
- Any other measures deemed appropriate by the board.

Regardless of the outcomes result will be minute and stored in the students record.

Immediate expulsion

Should a student having received a final warning, or having committed a serious offense, such as conflicting with Swiss Law, incl. Repeated traffic offenses, drug possession or consumption, violent conduct (alcohol-related or not) in or out of school, may be dismissed from our school immediately.

Expelled Students

Expelled students are required to leave the school premises and follow early departure procedures. If necessary, the school will assist in booking flights / making travel arrangements. When students are felt to pose a danger to the school, the chair may decide to use part of the student's forfeited fees to repatriate them.

In addition, if students are considered to pose a threat to themselves, to staff, or other students, the chair may require that the student be chaperoned before their departure. The arrangements for repatriating expelled students are made and coordinated by a member of the student services team. Normally, an expelled student may not enroll in any of the other sister schools.

3.5 Appeals Process

Academic Appeals Process for Grades

Students have the right to appeal a grade within one week of receiving it. The process begins with the student discussing the matter directly with the faculty member concerned. If a resolution is reached, the grade may be adjusted accordingly.

If no resolution is reached, the student must submit a written appeal by email to the Dean or Assistant Dean. The Dean or Assistant Dean will meet with the student, review the assessment and rubric, consult with the faculty member, and, if necessary, request a re-grading by another faculty member.

If the matter remains unresolved, the Dean or Assistant Dean will inform the student of their right to escalate the appeal to the SEG Quality Assurance Director. The SEG Quality Assurance Director may decide to convene an external Appeals Board, composed of two faculty members or administrators from peer institutions. The decision of the external Appeals Board is final, and a written response will be provided to all parties.

Academic Appeals Process for Academic Decisions

Students have the right to appeal academic decisions such as probation, term repeat, or dismissal within two weeks of receiving formal notification. The process begins with the student submitting a written appeal by email to the Dean or Assistant Dean, outlining the reasons for the appeal and providing any relevant supporting documents.

The Dean or Assistant Dean will review the case, consult with the relevant faculty or administrative bodies, and meet with the student if necessary. If a change to the academic decision is recommended, the matter may be referred to the Assessment and Graduation Committee for review or confirmation.

If the matter remains unresolved, the student may escalate the appeal to the SEG Quality Assurance Director, who will determine whether further review is warranted. If

necessary, the case may be forwarded to an external Appeals Board for review. The Board's decision is final, and a written response will be provided to all parties involved.

3.6 Definitions of Minor or Serious Misconduct

Below is an overview of main breaches related to the different categories:

- Misconduct
- Gross Misconduct
- Breaches in accommodation and public facilities standards
- Breaches in personal presentation standards
- Misuse of intoxicating / illegal substances

Misconduct – Leading to a warning letter

- Misbehavior by the visitor or student hosting the visitor
- Keeping open or blocking a locked secured door/access to any school buildings
- Insubordination (disobedient) behavior.

Gross misconduct – Leading to automatic final warning letter

- Offensive or violent behavior, even if caused by alcohol consumption, in or out of school, will lead to a final warning or disciplinary meeting where immediate expulsion will be recommended. For certain offences, the Police may also act.
- Any student who has been found with any form of weapons or accessories will attend a disciplinary meeting, which may lead to immediate expulsion from the school. In this case, the student will systematically be announced to the Police
- Drug or illegal substance abuse.
- Immoral or indecent behavior in or out of school.
- Discrimination of any kind towards a member of the school or local community.
- Any theft of public or private property.
- Vandalism to College or other property.
- Gross insubordination.
- Unprofessional and/or discourteous behavior during internship.
- Falsification of records or the attempt thereof.
- Tampering, Disconnecting or Unauthorized use of any school provided IT equipment & Network
- Putting the safety of the community at risk through nonadherence to safety, fire, and security procedures
- Missing an appointment with the Management, a Lecturer or Doctor.
- Premeditated or willful acts which might endanger life or cause injury to other persons.
- Failure to observe the published code of safety, fire regulations and security policies, non-observance of the safety rules pertaining to school accommodation dormitories, and the use of electrical equipment in school accommodation - it is strictly forbidden to use any kind of cooking or ironing equipment in dormitory rooms.

- Tampering or somehow altering smoke detectors or fire panels.

3.7 Accommodation and Public Facilities

Minor Breaches – Leading to a warning letter

- Changing, swapping or rearranging furniture
- Two occurrences of misplacing/losing your room key and/or requesting staff to open room door
- Student room and public area in an unacceptable or untidy state
- Bringing kitchen/restaurant equipment into bedrooms
- Placing posters, pictures or other items on any wall space or furniture (excluding pin boards).
- Hanging clothes or other personal items outside designated areas or on the balconies
- Placing food or beverages on windowsills
- Smoking in unauthorized external public areas
- Witnessed littering in internal and external public areas, including classrooms
- Students present in rooms of other students after 22:00
- Making noise after 22:00
- Leaving litter or cups on tables in public facilities
- 1st offense storing or drinking alcohol outside designated areas (depending on the location of the school facilities/property). Designated authorized areas are only in the student bar, for alcohol purchased in the student bar
- Wastage of food on the plates (leftover on plate)
- Vehicle parking areas that are not respected, a second offense will lead to a final warning letter. (The school declines all responsibilities in cases of damages caused at the school parking and non-school parking).

Serious Breaches – Leading to automatic final warning letter

- Moving room without permission
- Unannounced visitors and the host responsible for the visitor
- Using candle or any fire hazard items or evidence of it in the room or balconies
- Using unauthorized electrical appliances
- Evidence of cooking or ironing in bedrooms
- Smoking and evidence of smoking, including e-cigarettes in the room, balconies or within campus facilities (smoking is only allowed in the designated smoking areas).
- Shisha smoking and evidence of shisha smoking in any of the schools' facilities including smoking areas.
- Repeated storing or drinking alcohol outside designated areas (depending on the location of the school facilities/property). Designated authorized areas are only in the student bar, for alcohol purchased in the student bar
- Keeping open or blocking a locked secured fire/safety door/access to any of the school buildings

3.8 Personal Presentation Standards

Minor Breaches – Leading to a warning letter

- Dress code infractions (including name badge)
- Not carrying student identification card

3.9 Intoxicating Substance Abuse

Serious Breaches – Leading to automatic final warning letter

- The possession or use of any non-prescribed stimulant or illegal drug. A final warning will be issued, and the student will be asked to vacate school accommodation. An expulsion from the school will be recommended. In certain cases, the Police may also act.
- Students who are found to have consumed a “Class B Drug” (Cannabis, Marijuana, etc.) will lead to the student being requested to vacate the school accommodation and provide their own accommodation (at their own expense) outside the school and receive a final warning, which will be sent to parents, agents, and area managers. A second offense will lead the student being asked to attend a disciplinary meeting where an expulsion from the school will be recommended.
- A student who has been found selling controlled substances will attend a disciplinary meeting, leading to immediate expulsion from the school. In this case the student will systematically be announced to the Police.
- A student who has been found using a “Class A Drug” (Heroin, Cocaine, Crack, Ecstasy, Amphetamine, LSD, etc.) will be asked to attend a disciplinary meeting, where an expulsion from the school will be recommended.

Minor Breaches – Leading to a warning letter

- Students found intoxicated with alcohol or posing a risk to themselves or others by being intoxicated with alcohol.

4.0 Roles & Responsibilities

- Students: to comply with this Code and act responsibly
- Staff: Enforce standards and support students
- Management: Ensure fair & consistent application

5.0 Policy Review

This Code is reviewed periodically and updated as necessary. Students will be informed of any changes.

4.0 Related Documents

4.1 Policies

4.2 Procedures

4.3 Others

4.4 Department Contact & Links

4.5 Publication approval

Fitness to Study

Document name:	Fitness to Study Policy	Author:	RTH / SDA
Approved by:	Quality, Assurance, MarCom, Operations	Version no:	1
Last review Date:	March 2026	Next Review:	January 2027

1.0 Introduction

This policy ensures that students are supported to engage effectively with their studies while safeguarding their own wellbeing and that of others within our school.

1.1 Definitions & Abbreviations

Fitness to study: Is defines as a student’s ability to engage fully with their programme of study in accordance with the expectations set out in academic and operational handbooks, and in a manner that does not have a negative impact on the student, other students, staff, or any third parties.

2.0 Conformity

This policy responds to the quality standard. For more information about the quality standards, please refer to **Quality Standards**.

Some of the referenced materials in this policy may be intended for a different target audience, and as a result, may not be accessible to all readers of this policy.

Please note that any new version of this document supersedes and replaces all previous versions, it is the responsibility of the recipient to ensure they are referring to the most recent version for accurate information and compliance

3.0 Fitness to Study

3.1 Principles

This policy is guided by the following principles:

- All students must be able to meet the academic and behavioural requirements set out by the school.
- Where a disability (including long term or mental health condition) is present, the school will make all reasonable adjustments to support the continuation of study.
- The process will be open, transparent, fair and consistent.
- Students will be involved in all stages of the procedure wherever possible.

A student may be deemed unfit to study, when they are unable to meet the above definition and/or where one or multiple of the following criteria apply:

- The student is unable to actively engage in their program of study, to attend classes or meetings with academic/operational staff.
- The student's continued study is likely to negatively affect their health and well-being.
- The student's continued study is likely to have a detrimental impact on fellow students, staff or third parties.
- The adjustments required in respect of the student's disability (including mental health difficulty) have become unreasonable.

3.2 When the Procedures Should Be Used

Concerns should be addressed promptly, as early intervention and support often lead to better outcomes and may prevent escalation.

This procedure applies where there is significant concern that:

- A student's attendance or academic progress is being negatively affected by physical or mental ill-health or disability.
- A student's behaviour is negatively impacting staff, students, or third parties.
- There are concerns regarding safety or wellbeing.

3.3 Stage 1: Informal Intervention

Where concerns arise, the academic and operations management team should be informed.

A meeting will normally take place between the student and:

- Programme Manager and/or Student Counsellor
- A member of the academic or operations team

Purpose of Meeting:

- Discuss concerns with the student
- Agree to a support and action plan
- Identify reasonable adjustments or support measures

Actions may Include:

- Student commitments (attendance, engagement, behaviour expectations)
- Institutional support measures or adjustments

- Referral to support services

A written record of the meeting and actions must be kept, and a review date agreed.

At the review date:

- The progress is assessed
- If concerns remain unresolved, the case may escalate to stage 2

4.0 Stage 2: Formal Fitness to Study Procedure

4.1 When Stage 2 is Applied

Stage 2 is initiated where:

- Serious and persistent concerns remain unresolved after stage 1

Or

- Where there is immediate and serious risk to the student or others (stage 1 may be bypassed)

4.2 Notification

The student will be formally notified by email, including:

- Nature of the concerns
- Invitation to attend a formal meeting

4.3 Formal Meeting

The student will attend a meeting with at least two staff members appointed by the Dean and the Operations Director, typically including:

- Academic/Operations Manager
- Student Counselor
- Administrative support (for meeting minutes)

Meeting Purpose:

- Review concerns and evidence
- Explore support options
- Agree structured targets and expectations

Targets may include:

- Binding attendance requirements

- Medical assessment in Switzerland
- Communication with parent/guardian (where appropriate)
- Behavioural requirements and monitoring

A written record of the meeting and agreed actions will be maintained, with a review scheduled within 4 weeks.

4.4 Stage 2 Review Outcomes

At review meeting, one of the following outcomes will apply.

- No further action required – student is deemed fit to study
- Continuation with revised targets – further support or adjustments required
- Escalation to Stage 3 – where concerns remain unresolved

5.0 Stage 3: Final Stage (Panel Review)

5.1 Purpose

Stage 3 is used when previous stages have not resolved concerns and represents the final stage of the process.

5.2 Panel Composition

The panel will include 3-4 members, such as:

- Dean/Assistant Dean
- Operations Director/Assistant Operations Director
- Programme Manager
- Student Counsellor
- Administrative Support (meeting minutes)

5.3 Attendance

The student is invited to attend:

- If the student refuses, the meeting proceeds in their absence
- If there is serious risk, the panel may proceed without the student present

5.4 Panel Consideration

The panel will:

- Review all evidence from prior stages
- Hear from staff and the students (if present)

- Ask questions for clarification

The student and relevant staff will then leave to allow private deliberation.

5.5 Possible Outcomes

The panel may decide:

- Student continues studies with no conditions
- Student continues with conditions (e.g., attendance requirements, medical follow-ups, behavioural monitoring, family contact)
- Student continues in a reduced intensity mode (e.g., off-campus study)
- Student takes immediate leave of absence with conditions of return if conditions are not met, the panel may reconvene and revise the decision.

5.6 Decisions Communication

The student will be informed:

- In person where appropriate
- In writing within 2 working days

5.7 Leave of Absence and Return

Where leave is granted:

- The student must provide evidence of fitness to return
- A review panel will assess readiness to resume studies
- Additional leave may be granted but is typically limited to two academic years
- If return conditions are not met, studies may be terminated at the Dean's discretion

6.0 Emergency Situations

In cases of immediate risk:

- The school may take urgent protective action
- External services (medical or emergency) may be involved
- Temporary suspension may be applied pending formal review

7.0 Confidentiality and Data Protection

Information is handled in line with data protection laws (GDPR & NLDP). Students will be informed and consulted for permission prior to sharing information relating to the Fitness to Study. Shared strictly on a need-to-know basis to provide appropriate support

8.0 Appeals

Students may appeal Stage 3 decisions within a defined timeframe. Appeals are reviewed by an independent senior panel not previously involved in the case.

9.0 Record Keeping

All documentation, meeting, and decisions will be securely recorded and retained in accordance with the institutional policy.

10.0 Policy Review

This policy will be reviewed periodically and updated to reflect best practice and institutional needs.

This procedure applies to all students, both on and off campus, in class, and during internship.

Professional Dress Code



Your César Ritz Dress Code



The César Ritz Standard

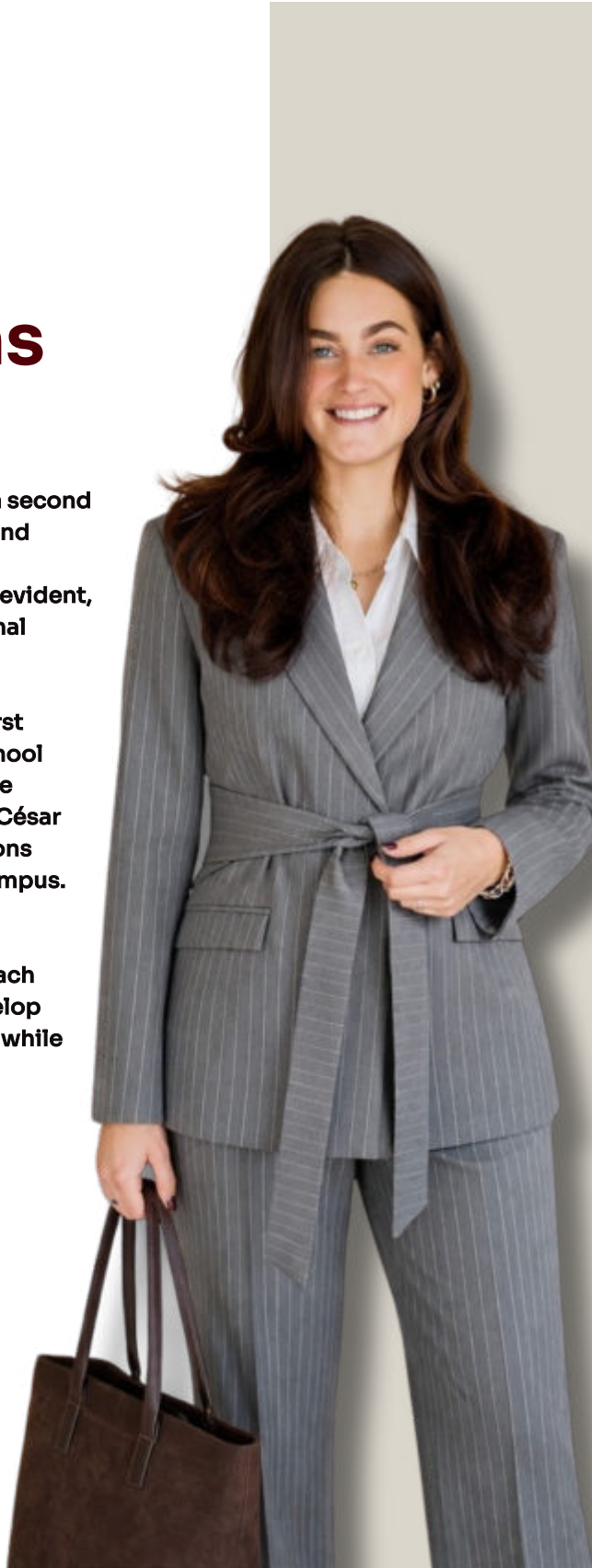
The reputation of César Ritz Colleges, of its students, alumni, faculty, and staff, is very much dependent on the professional attitude of each member of our community, and a significant part of this competence is that we dress correctly according to the various situations we are in and the people we meet.

First Impressions Define You

As the saying goes, one never gets a second chance to make a first impression, and while courtesy, dedication, respect, teamwork, and enthusiasm are self-evident, presenting ourselves in a professional manner is equally important.

To assure that we leave an lasting first impression, each member of our school community must know and apply the expectations and guidelines set by César Ritz Colleges for the various situations occurring inside and outside our campus.

The aim of our Dress Code Guide is to have a framework within which each member of our community can develop their own professional appearance, while maintaining the standard of César Ritz Colleges.



From Classroom to Boardroom

Professional Dress Code

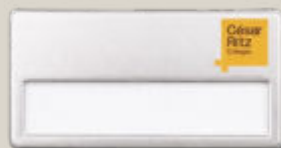
- As part of leadership development and to prepare students for the industry, Professional Business Attire is required on school days in the campus building from 07h30 to 17h00, or until classes finish.
- The César Ritz Colleges Casual Dress Code applies outside those times.
- Students in practical classes must follow the corresponding dress code and guidelines as described in the academic program guide.



Dress for the Role You Aspire to



- Professional Business Attire consists of a business suit comprising either trousers, a skirt, or a dress, paired with a jacket. Individual garments should be professional in appearance and harmonize with one another, but do not need to be part of a matching set however it has to be colour coordinated.
- Conventional business shirts or blouses with short or long sleeves may be worn, with or without a tie. Shoulders must remain covered at all times. When wearing a long-sleeved shirt, sleeves must remain fully extended and buttoned.
- When wearing a tie, the top collar button must be fastened. When not wearing a tie, only the top collar button may be left undone.
- Professional Business Attire must be worn with the official César Ritz Colleges name tag provided by the school. The name tag and pin must be clearly visible at all times and properly aligned.



Details Matter

- **Disproportionate or excessive patterns, prominent branding, offensive messages, and transparent fabrics are not in line with the César Ritz Colleges dress code, as well as fabrics such as leather, denim, suede, chiffon, and corduroy.**
- **Trousers must be worn with appropriate socks and may end just above the ankle.**
- **Skirts and dresses must be worn with stockings and may range in length from just above the knee to just above the ankle.**
- **Business shoes must be well maintained, traditional in style, closed-toe, and of a single plain colour, without excessive embellishments or accessories. Heels exceeding 10 cm in height, sneakers, loafers, and platform shoes with soles thicker than 2 cm are not permitted.**
- **Ankle boots and boots of a traditional style may only be worn during the winter season (see Seasonal Guidelines).**



Adapting Professional Attire by Season

During the Summer and Winter terms, or following an announcement from school management, certain aspects of the dress code may be adjusted.

- During the Summer term, jackets and tights are not required. Shirts and blouses must continue to cover the shoulders.
- During the Winter term, a fine-gauge pullover or cardigan may be worn over a shirt or blouse. A thin turtleneck may also be worn under a business jacket. Ankle boots and boots of a traditional style may be worn only with trousers.
- Items that are not part of the Professional Business Attire, such as caps, rain jackets, and outdoor clothing, must be left in the cloakroom and may not be worn inside school buildings.



Always Well Presented Your Checklist

For Women

Hair

- Natural colour
- Clean and well-groomed
- Tie back if below shoulders

Make-up & Accessories

- Natural, discreet make-up
- Minimal jewelry and accessories
- Small, subtle earrings only
- No visible piercings

Hands & Nails

- Clean and well-kept
- Nails trimmed to appropriate length
- Neutral or discreet polish only

Tattoos

- Discreet tattoos only
- Large tattoos must be covered

Colours

- Avoid bright colours
- Pin and name tag worn





Always Well Presented Your Checklist

For Men

Hair

- Natural colour
- Clean and well-groomed

Facial Grooming

- Clean-shaven or neatly trimmed beard

Hands & Nails

- Clean and well-kept
- Nails trimmed to appropriate length

Tattoos

- Discreet tattoos only
- Large tattoos must be covered

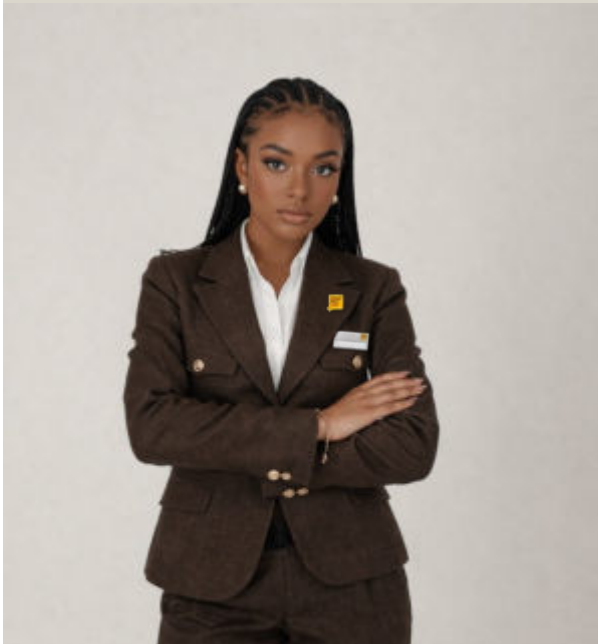
Colours

- Avoid bright colours
- Pin and name tag worn

Fostering an Inclusive Campus

César Ritz Colleges is committed to fostering an inclusive campus environment in which all members of the community feel respected, valued, and supported. The wearing of spiritual or religious clothing, jewellery, headwear, and other symbols is permitted, provided it aligns with the standards of César Ritz Colleges.

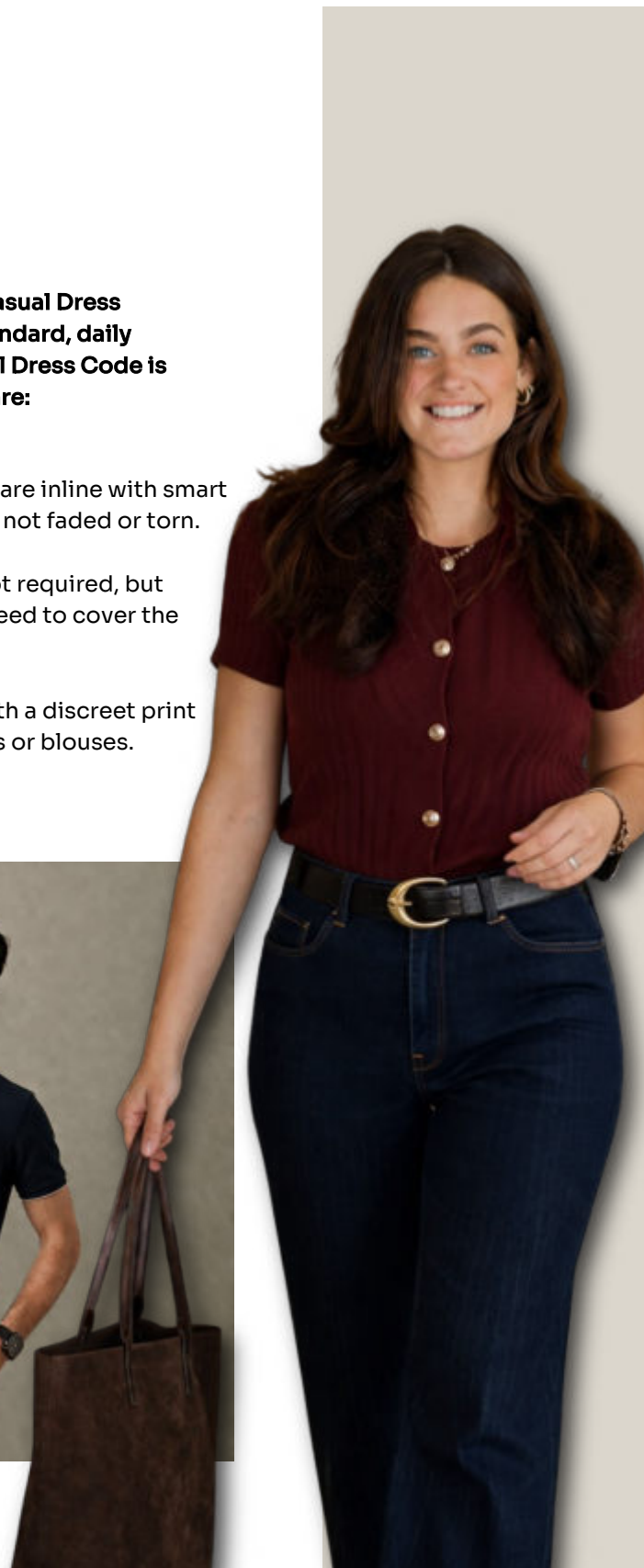
Any questions or concerns regarding religious clothing, jewellery, headwear, or other symbols may be addressed to the César Ritz Colleges Inclusion Committee.



Smart Casual

The guidelines for our Smart Casual Dress Code are very similar to the standard, daily dress code. When Smart Casual Dress Code is required, the only differences are:

- Neat dark jeans, khaki pants, are inline with smart casual dress code, if they are not faded or torn.
- Jackets and stockings are not required, but shirts, blouses, or tops still need to cover the shoulders.
- Polo shirts of one color or with a discreet print may be worn to replace shirts or blouses.



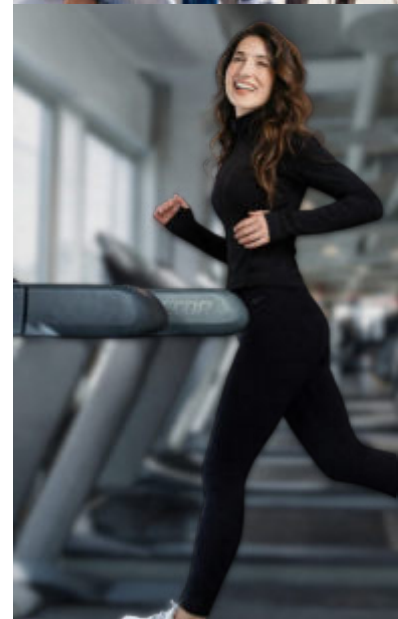
Refined Beyond the Classroom

Out Door, On-Brand

Casual clothing such as sport clothes, patterned tights, tight pants or leggings, sandals and /or shoes with decoration, and high heels may be worn while on campus or on other school premises outside business hours. For reasons of hygiene and respect you have to still follow certain basic standards at all times, and visible underwear, see-through clothing, or any type of provocative clothing is off brand and not permitted.

Special Considerations

Exceptions to the above guidelines may be made for health or other reasons only after conversation and the agreement of all parties concerned.





Contact

contact@cesarritzcolleges.edu
Tel. : +41 27 922 04 04



Instagram



Website

IT Policy for Students

Document name:	Information Technology Policy	Author:	RTH & SMU
Approved by:	Quality, Assurance, IT, Operations	Version no:	1
Last review Date:	April 2026	Next Review:	Jan, 2027

1.0 Intro

The purpose of this Student Information Technology (IT) Policy is to establish guidelines for the responsible, ethical, and secure use of the institution’s technology resources by students. This policy supports academic excellence, digital learning, research activities, and the protection of institutional information systems and data.

Definitions & Abbreviations

Definitions: Define any group/school specific definitions

IT: Information Technology

GDPR: General Data Protection Regulation, European data privacy and security law

NLDP/NFDP: New Federal Act on Data protection, Swiss data privacy and security law

VPN: Virtual Private Network

Applications: A computer program designed to help users perform specific tasks, also referred as Software

Conformity

This policy responds Quality standard

For more information about Quality standards, please refer to Quality standards

Some of the referenced materials in this policy may be intended for a different target audience, and as a result, may not be accessible to all readers of this policy.

Please note that any new version of this document supersedes and replaces all previous versions. It is the responsibility of the recipient to ensure they are referring to the most recent version for accurate information and compliance.

2.0 Scope

This policy applies to all students enrolled at the schools, including:

- Full-time and part-time students
- Undergraduate and postgraduate students
- Online and distance learning students
- Exchange and visiting students

The policy applies to all schools and groups technology resources including:

- Campus computers and laboratories
- Wi-Fi and network services
- Email systems
- Learning Management Systems (LMS)
- Library systems
- Cloud platforms
- Mobile applications
- Student portals
- Institutional data and digital resources

This policy applies both on-campus and off-campus when accessing the school's systems.

3.0 Student Responsibilities

Students are expected to:

- Use the schools IT resources responsibly and ethically.
- Support a safe and respectful digital learning environment.
- Protect institutional systems from misuse or security threats.
- Comply with all applicable laws, institutional rules, and academic regulations.

Students are personally responsible for all activities conducted under their school accounts and personal devices.

4.0 Acceptable Use of Technology

Students may use schools IT resources for:

- Academic coursework
- Research activities
- Communication related to studies
- Authorized student activities
- Accessing educational resources and services

Students must not use school IT resources to:

- Engage in illegal activities
- Access or distribute inappropriate, offensive, or discriminatory content
- Harass, threaten, or bully others online
- Attempt unauthorized access to systems or accounts Spread malware, viruses, or harmful software
- Download or distribute pirated content
- Disrupt institutional network operations
- Conduct commercial or political activities without authorization

5.0 Student Accounts and Password Security

Students are responsible for safeguarding their school accounts.

Students must:

- Keep passwords confidential
- Use strong passwords, a mix of letters, numbers and symbols
- Enable multi-factor authentication (MFA) where available
- Log out from shared devices
- Immediately report compromised accounts, or suspicious behaviors

Students must not:

- Share login credentials
- Use another student's account
- Attempt to bypass security controls
- Attempt to use software to bypass online exams security
- Use the same password in different systems or webpages

The schools reserve the right to suspend accounts suspected of misuse or security compromise.

6.0 Email and Digital Communication

School email accounts are the official means of communication between the institution and students.

Students are expected to:

- Check their school email regularly
- Communicate respectfully and professionally
- Recognize phishing scams and suspicious links
- Protect confidential information

Students must not use school communication systems to:

- Send spam or chain messages
- Spread false information
- Share offensive or abusive content
- Impersonate others
- Redirection of school's e-mails to a private address is not allowed

Students e-mail accounts & Microsoft Office 365 are provided during the duration of their studies, once their studies are finished, the accounts will be deactivated 3 months after departure.

7.0 Internet and Wi-Fi Usage

Students are granted access to schools Wi-Fi for academic and educational purposes.

Students must not:

- Attempt to hack or disrupt network services
- Use excessive bandwidth for non-academic purposes
- Access restricted or illegal websites
- Share Schools Wi-Fi access with unauthorized users

The school may monitor internet activity to maintain network security and operational integrity.

8.0 Use of Computer Labs and Shared Facilities

Students using computer labs and shared IT facilities must:

- Follow posted rooms usage rules
- Respect equipment and facilities
- Save work responsibly
- Log off after use
- Avoid changing system settings

Food and drinks are prohibited in IT facilities.

Students may be held responsible for damage caused through negligence or misuse.

9.0 Bring Your Own Device (BYOD)

Students using personal devices to access the school systems must ensure devices are:

- Password protected
- Updated regularly
- Equipped with antivirus/security software
- Used over secure internet connections
- Equipment must be recent and in good condition
- Operative system must be in English
- VPN applications are not authorized

The school reserves the right to restrict access from devices that pose security risks.

10.0 Data Privacy and Confidentiality

Students must respect the privacy and confidentiality of school information and personal data.

Students must not:

- Access records without authorization
- Share confidential institutional information
- Misuse personal data belonging to others

The school will handle student data in accordance with applicable privacy and data protection laws.

11.0 Cybersecurity Awareness

Students are expected to support school's cybersecurity efforts by:

- Recognizing phishing and scams
- Reporting suspicious activity
- Avoiding unsafe downloads or websites
- Following cybersecurity guidance provided by the school

12.0 Incident Reporting

Students must immediately report:

- Lost or stolen devices containing school data
- Suspicious emails or phishing attempts
- Unauthorized access to accounts
- Security vulnerabilities or cyber incidents

Reports should be submitted to the IT Help Desk or schools IT office.

13.0 Monitoring and Privacy

The school and group reserve the right to monitor the use of IT resources to:

- Ensure compliance with institutional policies
- Protect network security
- Investigate misconduct
- Maintain operational performance
- Comply with legal obligations

Monitoring shall be conducted in accordance with applicable laws and institutional procedures.

14.0 Violations and Disciplinary Action

Failure to comply with this policy may result in disciplinary actions as per Code of Student conduct policy.

4.0 Related Documents

4.1 Policies

4.2 Procedures

4.3 Others

4.4 Department Contact & Links

4.5 Publication approval

Social Media Policy

Document name:	Social media	Author:	RTH
Approved by:	Quality Assurance, MarCom, Operations	Version no:	1
Last review Date:	Thursday February 27, 2025	Next Review Date:	September 2026

1.0 Introduction

We acknowledge and recognize the value of social media as a tool for communication, education & community engagement. We encourage member of our community, including students, staff, and official college groups to use social media platforms in a responsible & respectful manner. This policy outlines the guidelines and expectations for using social media in relation to the school and its community.

1.1 Definitions & Abbreviations

Social Media: Any online platforms (website or apps) aimed at sharing, connecting and network participating, including but not limited to: Facebook, Instagram, X, Weibo, etc...

1.2 Conformity

This policy responds to Quality Standards. For more information about Quality standards please refer to the Quality Standards.

Some of the referenced material in this policy may be intended for a different target audience, and as a result may not be accessible to all readers of this policy.

Please note that any new version of this document supersedes and replaces all previous versions. It is the responsibility of the recipient to ensure they are referring to the most recent version for accurate information and compliance.

2.0 Purpose

The purpose of this policy is to provide clear guidelines on how social media should be used by members of our community, both in personal and official capacities ensuring respectful and responsible communication that aligns with our values & standards- the policy is designed to protect the reputation of our school and its members, prevent misuse and promote positive engagement.

3.0 Scope of the Policy

This policy applies to:

- All schools
- Any faculty or staff
- School-affiliated groups, clubs & organizations (such as SAC/SAF)
- Any individual using school managed social media accounts or referring to the school in social media posts

It covers all social media platforms, including but not limited to:

- Facebook, X, Instagram, LinkedIn, YouTube and other emerging platforms
- Blogs, forums, and online communities
- School-run social media accounts

4.0 General Guidelines for Social Media Use

Be mindful of the school’s reputation: When sharing personal opinions or information, remember that anything you post on social media is permanent and may reflect on the school. Avoid sharing content that could be harmful, offensive, or discriminatory.

Respect privacy: Always respect the privacy of others, including fellow students and staff. Avoid sharing personal details, images, or videos of others without their consent.

Respectful interaction: Engage with social media content, whether from the school or other individuals, in a way that demonstrates respect, open-mindedness, and inclusivity. Avoid inflammatory or divisive comments.

No endorsement of harmful content: Do not endorse or promote content that could harm the physical, emotional, or psychological well-being of others.

Intellectual property: Respect copyright laws and intellectual property. Do not share or repost content without proper attribution or permission.

No confidential or proprietary information: Do not share confidential information (such as academic records, financial details, or internal college matters) on social media.

Accountability: Understand that your online presence can reflect your role within the school and for the future. Any actions that undermine the school’s integrity or create a hostile environment may be subject to disciplinary action.

5.0 Monitoring

Be attentive that all posted content may be subject to review in accordance with the school's student handbook.

Although the school does not monitor personal websites, the school will address subjects that involve issues that violate established editorial, graphic and social media guidelines, and refer to social networking sites when investigation breaches of discipline, e.g. harassment or anti-social behaviour.

6.0 Addressing Misuse of Social Media

Inappropriate use of social media, including but not limited to the following, will not be tolerated:

- **Harassment, bullying, or discrimination:** Any form of online harassment or bullying based on race, gender, sexual orientation, religion, or other protected categories will result in disciplinary action.
- **Spreading false information:** Sharing misleading, false, or defamatory content related to the college, its members, or its operations will be addressed promptly.
- **Offensive or inappropriate content:** Posting content that is obscene, explicit, or offensive to individuals or groups based on cultural, religious, or personal sensitivities will not be tolerated.

7.0 Reporting Violations

Any member of the school's community who believes that social media misuse is occurring should report it to the Head of School (Academic or Operations). Reports should include details of the incident, including links or screenshots where relevant.

The school will review all reports and take appropriate action in accordance with its disciplinary procedures.

8.0 Privacy & Security

- **Protect personal data:** When posting on social media, students and staff should be aware of the risks related to data privacy and security. Avoid sharing sensitive or private information online.
- **Privacy settings:** Regularly review and adjust privacy settings on personal social media accounts to protect personal information and limit the exposure of your posts to a specific audience.

9.0 Consequences of Policy Violations

Any violations of this policy may result in disciplinary action, which may include:

- A warning letter or final warning (depending on severity of infraction)
- Suspension or removal from social media related college activities or roles
- Disciplinary action in accordance with schools' code of conduct, which may include expulsion from college

10.0 Conclusion

Social media is a powerful tool that can positively impact the college community when used responsibly. By following this policy, all members of our community are encouraged to engage with social media in ways that reflect the values of respect, inclusivity and responsibility while ensuring a positive & professional online presence for both the individual and the institution.

11.0 Related Documents

11.1 Policies

This policy will be reviewed regularly to ensure its relevance and effectiveness. Any changes to the policy will be communicated to our community.

11.2 Procedures

11.3 Others

11.4 Department Contact & Links

11.5 Publication approval

Students' Health Insurance Coverage

Document name:	Student 's Health Insurance Policy	Author:	RTH
Approved by:	Quality, Assurance, MarCom, Operations	Version no:	1
Last review Date:	March 2026	Next Review:	January 2027

1.0 Introduction

It is our groups common goal to ensure students well being throughout their studies. This chapter aims at explaining the in's and out's of the health insurance coverage.

1.1 Definitions & Abbreviations

Health and Accident Insurance: Coverage for medical treatment, hospitalization, and accidents.

Approved Insurance Provider: An insurer recognized by Swiss authorities.

B-Permit: Swiss residence permit for study purposes

Insurance Card: Official froom of insurance is requires to access medical services

1.2 Conformity

This policy responds to Quality Standards. For more information about Quality standards please refer to the Quality Standards.

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2.0 Medical Insurance

2.1 Purpose

This policy ensures that all international students maintain adequate health and accident insurance coverage during their stay, to:

- Protect student health and wellbeing

- Ensure access to medical care
- Comply with Swiss legal and regulatory requirements

2.2 Scope

This policy applies to:

- All international students enrolled at the school
- Students participating in internships, independent study periods, or term breaks
- Students residing in Switzerland under a valid residence permit

3.0 Legal and Regulatory Requirements

As required under Swiss law:

- All students must hold valid Swiss-approved health and accident insurance for the entire duration of their stay in Switzerland
- Insurance coverage must remain valid if the B-Permit is valid
- Proof of insurance is mandatory for residence permit issuance and renewal

4.0 Mandatory Insurance Requirement

- All students must maintain continuous health and accident insurance coverage.
- Insurance must be valid from the date of arrival until the expiration of the residence permit
- Students without valid insurance may not remain compliant with Swiss regulations

5.0 Institutional Health Insurance Coverage

5.1 Default Health Insurance Coverage

- All students (unless exempt) are automatically insured through our group's insurance partner provider:
- **Antaé** – Allianz Worldwide Care

5.2 Coverage Details

The student's health insurance covers:

- Sickness
- Medical consultations
- Hospitalization (in shared rooms)
- Prescribed medication
- Accidents

Both on and off school premises

A detailed coverage document is provided upon arrival

5.3 Exclusions

The insurance does not cover:

- Medical cases linked to drug or alcohol abuse
- Dental care
- Non-prescribed medication
- Certain prescribed items (e.g., cosmetic or skincare treatments)
- Supplementary medical exams or vaccinations required for internships or visa purposes

6.0 Insurance Fees

During Academic Terms – Insurance premiums are included in student additional charges

Outside Academic Terms – (Internships, independent study, dissertation periods, holidays, term breaks). Premiums are deducted from the security deposit, but the school may request students to pay their premiums directly in certain cases

7.0 Proof of Insurance and Insurance Card

Insurance Card Issuance - Students will be covered from the day of arrival (unless exempt), but processing of the card itself may take 4-8 weeks.

Use of Insurance Card - Students must carry the insurance card at all time & the card must be presented when visiting a doctor, hospital or pharmacy

Loss of Insurance Card - In case the insurance card is lost the students must contact the Student Affairs Coordinator to request a replacement

Insurance Cancellation - If insurance is canceled (e.g., after studies or B-Permit cancellation), the card will be blocked and coverage terminated

8.0 Medical Assistance and Procedures

If unwell, students should contact for support and appointments with doctors will be arranged if necessary:

- Student counselor
- Front desk

- Residence supervisor

SOS INTERNATIONAL

While on or off campus an single point of contact in case of any needed medical or security assistance 24/7: Tel: +41 (0) 22 719 11 85

Hospitalization

In severe cases (e.g., accidents), where you may need to be hospitalized. The insurance covers all costs - as indicated in the "General Insurance Conditions" in a shared room, as per policy conditions

Medication

Only doctor-prescribed medication is covered

Students must present prescription and insurance card at the pharmacy

9.0 Medical Bills & Payments

Standard Procedure

Student is to present the insurance card to healthcare providers. Students should not pay medical invoices directly at the doctors office or pharmacy.

If an invoice is recieved it must be submitted immediately to your schools Student Affairs Coordinator

Exceptions

- Medical glasses and contact lenses must be paid upfront
- Reciepts can then be submitted for reimbursement

Coverage by Insurer

Covered treatments and prescribed medications are reimbursed at 100%

Uncovered Costs

Non-covered treatments will be:

- Deducted from the student's deposit

OR

- Invoiced directly

Important Limitation

Ambulance costs related to excessive alchohol consumption are not covered

10.0 Insurance Exemptions

Eligible Exemptions

Students may be exempt if they provide proof of:

- European Health Insurance Card (E-111 or equivalent)
- Swiss-approved private insurance
- Applicable coverage for EU/EFTA students

Ineligible for School Insurance

Swiss citizens (must provide proof of their own insurance)

Exemption Request Process

Exemption requests must be submitted within two weeks of arrival on campus to your Student Affairs Coordinator.

Responsibility of Exempt Students

- Paying medical costs
- Managing claims through their own insurer

11.0 Emergency Assistance and Contact

SOS international (24/7 support)

Or students may also contact:

- Switzerland (Toll-Free): 00 80066 302 302
- English: +353 1 630 1301
- German: +353 1 630 1302
- French: +353 1 630 1303
- Spanish: +353 1 630 1304
- Italian: +353 1 645 1305
- Portuguese: +353 1 645 4040

Schools Support

Students may also contact the Student Affairs Coordinator for questions or assistance.

12.0 Coverage During Internships

Insurance coverage remains mandatory during internships. Students must ensure continuous coverage throughout the internship period.

13.0 Non-Compliance

Faliure to maintain valid insurance may result in:

- Loss of residence permit eligibility
- Fiancial liability for all medical expenses

14.0 Responsibility and Liability

Students must follow all procedures for insurance use and claims.

The institution is not responsible for unpaid medical bills resulting from faliure to follow procedures.

15.0 Policy Limitation

The institution does not act as an insurance provider. It does not guarentee claim approval or reimbursements. The responsibility lies between the student and the insurer.

16.0 Policy Review

This policy is reviewed periodically and updated in accordance with Swiss legal requirements.

Students' Swiss Residence Permit

Document name:	Student 's Swiss Residence Permit Policy	Author:	RTH, SDA
Approved by:	Quality, Assurance, MarCom, Operations	Version no:	1
Last review Date:	March 2026	Next Review:	January 2027

1.0 Introduction

An integral part to study in Switzerland is receipt of the Swiss residence permit that our students receive (B-Permit). This document explains the workings B-Permit.

1.1 Definitions & Abbreviations

B-Permit: A Swiss-issued residence Permit that allows students to reside in Switzerland for study purposes.

Schengen Area: A group of European countries allowing border-free travel under certain conditions.

Student Status: Enrollment condition required to maintain residency eligibility.

1.2 Conformity

This policy responds to Quality Standards. For more information about Quality standards please refer to the Quality Standards.

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2.0 Residence Permit

2.1 Purpose

This policy establishes guidelines for supporting international students in obtaining and maintaining legal residency, while ensuring compliance with applicable immigration laws and regulations.

2.2 Scope

This policy applies to all of our international students requiring a residence permit to study at our schools.

2.3 Legal & Regulatory Framework

All students must comply with Swiss immigration laws and local authorities. Our school operated in accordance with regulations set by relevant cantonal and federal authorities.

The B-Permit is only valid with recognized and current medical insurance provider that has been authorized by local authorities.

3.0 Roles and Responsibilities

3.1 Schools Responsibilities

- Apply for the student's residence permit (B-Permit) with the local commune
- Provide necessary documentation (e.g., enrollment confirmation)
- Offer guidance on compliance and renewal requirements

3.2 Student Responsibilities

Students must:

- Provide the necessary documentation, including proof of admission, financial means, and health insurance
- Carry their residence permit at all times while in Switzerland (Legal Requirement)
- Verify travel eligibility before leaving Switzerland

4.0 Arrival and Registration Procedures & Requirements

Before Arrival:

Students must prepare all required documentation, including proof of admission, financial means, and health insurance

The school will initiate the residence permit application with the relevant local authorities

Upon arrival:

Students will go to the cantonal office at the beginning of their first academic term to complete any biometric requirements

5.0 Residence Permit Conditions

5.1 Nature of the Permit

The B-Permit is a study permit, not a work permit. Internships are permitted only when they are an integral part of the academic programme

5.2 Validity

The Residence Permit is issued for a limited duration. Continued validity depends on:

- Active enrollment
- Valid medical insurance
- Compliance with immigration regulations

5.3 Post-Graduation Requirement

Upon graduation, students are required to leave Switzerland, even if their B-Permit has not yet expired

6.0 Renewal Process

Students must submit their residence permit for renewal at least two months before expiry. Failure to renew on time may result in loss of legal residency status

7.0 Travel Regulations

The Swiss Residence Permit also functions as a Schengen visa, allowing travel within Schengen countries.

It does not automatically grant entry to all countries, including the United Kingdom. Students are responsible for verifying entry requirements before traveling abroad.

8.0 Employment and Internships

8.1 Mandatory Internships

Internships included in the academic programme are permitted

8.2 Optional Internships

According to Swiss immigration regulations, students are not permitted to undertake optional internships in Switzerland after completing their final academic term/semester.

9.0 Loss or Replacement of Residence Permit

Students must report lost permits immediately and a replacement fee of CHF 150 will be charged.

10.0 Non-Compliance and Consequences

Failure to comply with residency requirements may result in:

- Loss of legal residency permit
- Fines or administrative penalties

11.0 Data Protection and Confidentiality

Student immigration data will be handled in accordance with applicable data protection laws (GDPR & NLDP) and may be shared with authorities where legally required.

12.0 Schools Support Services

Your schools administration office will provide support:

- Guidance on residence permit applications and renewals
- Communication regarding deadlines and requirements

13.0 Policy Limitations

The school facilitates the residence permit process but does not guarantee approval. Final destinations remain with Swiss immigration authorities.

14.0 Policy Review

This policy is reviewed periodically and updated in line with changes in Swiss immigration regulations.

Sustainability Policy

Approved by :	Dean, Director of Operations, Quality	Author :	Tanja Florenthal
Related Documents :	Student Handbook Procedure for Safe Reporting Diversity & Inclusion Policy Health, Safety & Wellbeing Policy CRCS strategic Plan	Version no :	5
Last review Date :	26 March 2026	Next Review Date :	Summer 2027

Our Commitment to Sustainability

César Ritz Colleges Switzerland is dedicated to integrating sustainability into education, operations, and student life. This plan outlines our key goals and strategies across environmental, social, and economic dimensions, ensuring a responsible and forward-thinking approach to hospitality education.

This Sustainability Plan 2024–2030 is aligned with and directly supports the CRC Strategic Plan 2025–2030, the strategic objective “Sustainability & Financial Resilience,” and translates this objective into concrete goals, initiatives, and measurable KPIs across environmental, social, and economic dimensions.

The indicators below define long-term sustainability ambitions. Annual targets and quantitative KPIs are defined, monitored, and reported through the Annual Operational Plan.

Strategic objectives	
1	Integrate sustainability across curriculum, research, and campus operations.
2	Posters and educational materials prominently displayed on campus.
3	Modernize facilities and campus infrastructure for a sustainable, future-ready environment.
4	Ensure financial resilience through diversified student recruitment and program offerings.
5	Promote socially sustainable working and learning conditions by supporting staff development, wellbeing, and fair institutional practices.

Environmental Sustainability

By 2030, César Ritz Colleges Switzerland aims to integrate environmental sustainability into how we teach, how we operate, and how we live and learn together on campus. As a small, close-knit hospitality college, we recognize that meaningful change happens through everyday choices, shared responsibility, and practical action.

Strategies and Key Initiatives:

- Embed sustainability and relevant Sustainable Development Goals (SDGs) into courses, assessments, and student projects where appropriate.
- Provide faculty guidance and training to support the integration of sustainability into teaching.
- Engage students through sustainability-related activities, workshops, and hands-on initiatives linked to campus life.
- Reduce food waste through responsible menu planning, awareness activities, and student involvement, including a Food Waste Committee.
- Improve waste separation and recycling through clear communication and regular staff training.
- Invest in energy- and water-efficient equipment and infrastructure as part of ongoing campus improvements.
- Promote energy-saving and recycling campaigns across campus.
- Introduce and maintain charging points for e-bikes, e-scooters, and electric vehicles where feasible.

Social Sustainability

At César Ritz Colleges Switzerland, social sustainability focuses on fair working conditions, staff and student wellbeing, health and safety, and responsible institutional practices. As a small and caring hospitality college, we place strong value on dialogue, transparency, and long-term responsibility towards our community.

Our approach aims to support people at all levels of the institution — students, faculty, and staff — while ensuring safe, respectful, and sustainable working and learning environments.

CRC ensures safe and healthy working and learning conditions through clearly defined health and safety procedures, wellbeing support mechanisms, and fitness-to-study processes. These measures apply to students, faculty, and staff and are regularly reviewed through institutional governance and quality assurance processes.

Strategies and Initiatives for Social Sustainability:

- Maintain and regularly review health and safety policies and procedures to ensure a safe working and learning environment

- Support staff development through training, onboarding, and professional growth opportunities, with attention to early-career and junior staff needs
- Ensure transparency and fairness in employment conditions, remuneration practices, and social security provisions
- Encourage open communication and social dialogue between management, staff, faculty, and students
- Collaborate with social partners and external service providers in a responsible and transparent manner.

Economic Sustainability

César Ritz Colleges has successfully existed for over 40 years, proving its economic sustainability. Economic sustainability means managing financial resources responsibly to ensure the College’s long-term stability, quality of education, and capacity to invest in people and infrastructure. As a small institution, financial resilience allows us to remain agile, student-focused, and committed to our educational mission.

Strategies and Initiatives for Economic Sustainability:

- Ensure long-term financial resilience through sales training, brand identity, and prudent resource management.
- Advertise scholarship opportunities in strategic locations
- Create a referral scheme and communicate it to current students and alumni.
- Strategically select energy-efficient and sustainability focused infrastructure improvements.

Monitoring and Reporting

All KPI’s are monitored quarterly and discussed during the Executive Committee Meeting. The monitoring, evaluation, and reporting of sustainability KPIs are conducted in line with the CRC Quality Assurance Framework (QAF) and form part of the institution’s regular planning, review, and continuous improvement cycles. A summary of sustainability objectives, initiatives, and progress is included in the institution’s Annual Report as part of its regular institutional reporting cycle.

Green Globe

The Sustainability Plan 2024–2030 is aligned with internationally recognized sustainability standards in the hospitality and tourism sector. In particular, the initiatives and monitoring mechanisms outlined in this plan support the sustainability management framework defined by the Green Globe certification program, which provides structured criteria for responsible environmental, social, and economic practices.

Green Globe Committee

The Green Globe Committee is composed of four members of César Ritz Colleges Switzerland staff, representing both academic and operational departments.

Monitoring of Environmental Resource Consumption

To support its commitment to sustainability, César Ritz Colleges Switzerland monitors key environmental measurements that allow the institution to track resource consumption and evaluate progress over time. These measurements include electricity consumption, water usage, general waste, and food waste. By analyzing both total consumption and consumption per student, the College can better understand how campus operations impact resource use and identify areas where improvements can be made.

The data presented in the table below shows that overall consumption has decreased in several areas, indicating positive progress toward more sustainable campus operations. In some cases, consumption per student may appear higher, particularly for electricity and food waste, due to fluctuations in student numbers. Certain operational and maintenance requirements also create a baseline level of resource use that cannot be significantly reduced. These measurements therefore provide an important tool for monitoring trends and supporting continuous improvement in sustainability practices.

Resource	Unit	Consumption year 2023	Unit/student 2023	Consumption year 2024	Unit/student 2024	Variance
Electricity	kWh	612260	308	585903	337	9%
Water	m ³	18552	9,34	16685	8,4	-11%
Waste	Kg	26200	13,19	21900	12,58	-4,6%
Food Waste	Lts	2750	1,39	2650	1,52	9%

Green Globe Indicators

CRC's commitment is to apply rigor into our management practices by following the criteria suggested by Green Globe in the following matters:

a) Sustainable Management

César Ritz Colleges engages in a sustainable management system that allows our campus to

- Develop all staff with continuous training
- Measure customer satisfaction
- Deliver our promise: providing the best education in hospitality and culinary fields
- Ensure legal compliance regarding operating the business

b) Social and Economic Indicators

Having a strong presence in Brig, César Ritz Colleges engage in community development by

- Working with local businesses and associations
- Practice local hiring practices
- Ordering fair trade products whenever possible
- Providing employee protection

c) Cultural Heritage

César Ritz Colleges invests in maintaining a strong Swiss heritage within our practices as a higher education institution by

- Implementing a code of behavior for staff and students
- Incorporating a strong sense of local culture in the curriculum development with neighboring producers.

d) Environmental Factors

Monitoring and managing resources are essential to Cesar Ritz comprehensive sustainability management plan. Our aim is to reduce the use of these resources and promote re-usage and recycling practices. We are committed to

- Establishing a purchasing policy including consumable goods
- Reducing energy, water, greenhouse and gas emissions
- Continuous implementation of comprehensive waste management
- Engaging in protection of the natural ground surrounding the campus

Conclusion

Sustainability is at the core of César Ritz Colleges' mission. Through education, responsible operations, and community engagement, we are shaping future hospitality leaders who will drive meaningful change. This plan is a roadmap to a greener, more socially responsible, and economically sustainable future.

Diversity and Inclusion Policy

Approved by:	Executive Committee	Author:	Tanja Florenthal
Related Documents:	Safe Reporting Procedure Student Handbook Faculty Rules and Regulations	Version no:	4
Last review Date:	January 2026	Next Review Date:	Summer 2027

Our Vision

At César Ritz Colleges, we are committed to fostering a truly inclusive, respectful, and diverse environment where every member of our community—students, faculty, and staff—feels valued, empowered, and safe. Diversity and inclusion are essential pillars of CRCS’ mission and long-term strategy.

In accordance with Art. 30 para. 1 lit. a, ch. 5 HEEdA, the Swiss Federal Constitution (Art. 8), the Gender Equality Act, and the Disabled Equality Act, CRCS actively promotes equal opportunities across all spheres of activity, including study, research, administration, and governance.

Definitions

- **Diversity:** The recognition, respect, and celebration of differences in backgrounds, perspectives, and experiences, including but not limited to nationality, ethnicity, gender identity and expression, sexual orientation, religion, ability, neurodivergence, socioeconomic status, age, and beliefs.
- **Inclusion:** The active creation and maintenance of a community in which all individuals feel welcomed, respected, and able to participate fully and equally.
- **Equal Opportunity:** The guarantee that all individuals have equitable access to opportunities, resources, and advancement, free from discrimination or systemic bias.
- **Gender Equality:** The state in which access to rights or opportunities is unaffected by gender, and proactive measures are taken to address historic and systemic imbalances.
- **Harassment and Discrimination:** Any unwelcome conduct or practice based on individual identity that creates a hostile or offensive environment. This includes bullying, bias, microaggressions, and retaliation.

Our commitment

CRCS is committed to embedding diversity, inclusion, equal opportunity, and gender equality across all aspects of academic and professional life. This commitment forms part of the CRCS Strategic Plan Vision 2025–2030 and will be extended and monitored through a dedicated Operational Plan 2025–2030. We will:

- Establish and monitor measurable diversity, inclusion, and gender equality targets.
- Integrate inclusive practices into hiring, teaching, leadership, student recruitment, and decision-making processes.
- Actively promote representation of underrepresented groups in both student and staff communities.
- Prevent and address harassment, bullying, and discrimination through clear reporting mechanisms, training, and accountability.
- Ensure consistent implementation of this policy.

The objectives and commitments set out in this Diversity & Inclusion Policy are implemented and monitored through the CRCS Annual Operational Plan. The Operational Plan translates policy commitments into concrete actions, defined responsibilities, proportionate key performance indicators (KPIs), and review cadences, considering institutional size, resources, and risk exposure.

Progress against diversity, inclusion, equal opportunity, gender equality, and safe reporting objectives is reviewed periodically at the Executive Committee.

Where objectives are not met, corrective actions are identified and integrated into subsequent operational planning cycles to ensure continuous improvement and consistent application across both staff and student contexts.

Strategic Objectives

Representation	Maintain gender balance (50/50 ± 5%) in leadership positions Ensure equality of opportunity in recruitment, admissions, progression, and representation
Education & Awareness	Build institutional awareness and capability through proportionate training and onboarding Monitor and evaluate progress
Safe Reporting	Prevent and address harassment, discrimination, and bullying through prevention and response framework
Data & Monitoring	Ensure safe, confidential, and trusted reporting mechanisms are visible, accessible, and consistently applied
Policy Integration	Monitor equality, inclusion, and safety through defined indicators and governance review.

	<p>The Executive Committee ensures strategic alignment and resourcing.</p> <p>The Dean ensures implementation</p>
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To achieve the Strategic Objectives

Educate: Provide training, curriculum integration, and awareness-raising opportunities.

Communicate: Ensure accessibility of policies, encourage open dialogue, and provide regular updates on progress.

Celebrate: Recognize cultural diversity, promote gender equality achievements, and highlight inclusive practices through events and milestones.

At CRCS, we believe that diversity is a strength, and inclusion is a choice we actively make every day. Through education, communication, and celebration, we will continue fostering a welcoming and inclusive community.

Governance, Monitoring and Review

Oversight of diversity, inclusion, equal opportunity, gender equality, and safe reporting is ensured through the Executive Committee.

A designated staff member consolidates information related to Diversity & Inclusion objectives and Safe Reporting activity, including implementation progress, training coverage, monitoring indicators, and aggregated information on reported cases, in line with data protection and confidentiality requirements.

Progress is reviewed monthly by the Executive Committee, enabling regular oversight, early identification of risks or gaps, and timely steering where needed. This review forms part of the College’s broader quality assurance and risk management processes.

Corrective actions are identified where objectives, targets, or implementation milestones are not met. Such actions may include adjustments to operational measures, timelines, resourcing, or communication and are integrated into subsequent operational planning and review cycles to support continuous improvement.

The Executive Committee retains overall responsibility for ensuring that this policy is consistently implemented across both staff and student contexts and that outcomes are reported and evidenced appropriately.

Quality Assurance Strategy

Approving Authority:	Executive Committee	Contact:	Tanja Florenthal, Chair
Related Documents:	CRC Strategic Plan 2025–2030 CRC Operational Plan (Annual) Sustainability Plan 2024–2030 Diversity and Inclusion Policy Risk Management Plan	Version no:	4
Last review Date:	Wednesday March 4, 2026.	Next Review Date:	Summer 2027

1.0 Introduction

César Ritz Colleges (CRC) has established a comprehensive Quality Assurance Framework (QAF) to define the institutional quality assurance strategy, as well as to describe the quality assurance system and roles of all those involved in it. Because the quality assurance strategy and the strategic planning system are interconnected and communicate to one another, the evaluation tools and KPIs defined for the strategic goals included in this document are defined in the CRC Operational Plan.

This framework is aiming to guide the implementation of quality measures across the entire institution; it is designed to ensure that all academic, administrative, and operational activities align with the highest standards of excellence, fostering a culture of continuous improvement and accountability.

At CRC, quality is recognized as a core competency and a critical component of institutional success. The Quality Assurance Framework reflects our commitment to delivering exceptional educational experiences, supporting student success, and maintaining the integrity and reputation of our programs. Through the QAF, we aim to create a systematic approach to quality enhancement that is embedded in all levels of the institution.

The QAF is a cohesive system that promotes transparency, consistency, and the ongoing evaluation of institutional effectiveness. Through regular review cycles, stakeholder feedback, and evidence-based decision-making, CRC continuously refines its practices to meet and exceed international quality standards. The implementation of the QAF involves establishing clear quality benchmarks, monitoring performance indicators, and fostering a collaborative environment where faculty, staff, and students are engaged in the quality enhancement process. Specific areas of focus include curriculum development, teaching and learning, student services, research activities, and administrative operations. Each area is assessed through internal and external quality assurance processes to ensure compliance with national and international accreditation standards.

Through the Quality Assurance Framework, CRC demonstrates its dedication to fostering an environment where quality improvement is an ongoing priority. This commitment ensures that students receive a world-class education while positioning the institution as a leader in hospitality and business education. By embedding quality assurance into the institution's culture, CRC not only upholds academic excellence but also adapts to the evolving needs of the global educational landscape.

2.0 Roles and Responsibilities

It is the responsibility of all stakeholders of César Ritz Colleges Switzerland to ensure the implementation of quality assurance into their practice and improve through a systematic and periodic process. Within the quality assurance system at CRC, the distribution of roles and responsibilities can be illustrated as follows:

2.1 CRC Dean

The CRC Dean is responsible for overseeing the institution's operational management and ensuring quality across strategic initiatives. This includes managing resource allocation to support the effective implementation of quality assurance measures and fostering a culture of continuous improvement.

2.2 Executive Committee

The Executive Committee is tasked with monitoring and evaluating institutional practices and performance against key performance indicators. It provides strategic leadership in policy development across major operational areas, ensuring consistency and alignment with the Quality Assurance Framework.

By reviewing evidence and outcomes, the Executive Committee guides strategic planning, including decisions related to learning and teaching approaches, budgeting priorities, and institutional goals. Additionally, the committee is responsible for approving, monitoring, and revising strategic and operational plans while ensuring compliance with regulatory standards and fostering quality enhancement throughout the institution.

2.3 Executive Director of Quality Assurance (SEG)

The Executive Director of Quality Assurance within the Swiss Education Group (SEG) oversees the design, development, and implementation of the Quality Assurance Framework. Their responsibilities include coordinating quality assurance activities, developing tools and procedures, facilitating policy creation and revision, and providing strategic direction to staff. This role ensures that the quality assurance system supports CRC in achieving its long-term objectives.

2.4 Managers, Heads, and Directors

These leaders are responsible for executing the Quality Assurance Framework within their respective departments. They are accountable for meeting strategic objectives and ensuring that quality assurance practices are effectively integrated into daily operations.

2.5 Academic and Administrative Staff

Faculty and staff actively contribute to the development and implementation of quality assurance processes. They are responsible for aligning their work with institutional policies and procedures while fostering a culture of continuous improvement. This involves participating in quality enhancement activities, engaging with quality data, and ensuring that their work reflects the institution's commitment to excellence.

2.6 Students

Are seen as “competent, active and constructive partners” in the establishment and shaping of the European Higher Education Area, according to the European Ministers responsible for Higher Education (Prague Communiqué, 2001). As such, CRC puts efforts into ensuring that students contribute to the development and implementation of the quality assurance tools.

3.0 Principles

First and foremost, the QAF is based on the principles of the European Standards and Guidelines for Quality Assurance in Higher Education (ESG), as follows:

3.1 Higher education institutions have primary responsibility for the quality of their provision and its assurance

Higher education institutions (HEIs) are the principal stewards of quality within their educational offerings. CRC understands its responsibility regarding the design, delivery, monitoring, and continuous improvement of programs, as well as ensuring that academic standards align with national and international benchmarks. To these extents, CRC establishes and maintains internal quality assurance mechanisms that are transparent, robust, and reflective of best practices.

This commitment to quality requires active leadership, clear governance structures, and a culture of accountability across all academic and administrative levels. Regular self-assessment, external evaluation, and responsiveness to feedback are integral to fulfilling this responsibility and ensuring sustainable educational excellence.

3.2 Quality assurance responds to the diversity of higher education systems, institutions, programs, and students

A comprehensive quality assurance framework acknowledges and accommodates the diverse missions, visions, and educational approaches of higher education institutions. It is essential to respect institutional autonomy while ensuring that quality standards are consistently upheld.

At CRC, quality assurance processes are adaptable to different program structures, stakeholders engaged and student populations. Recognizing and valuing diversity enhances the relevance and inclusivity of quality assurance practices, allowing CRC to meet the evolving needs of their academic communities and wider society.

3.3 Quality assurance supports the development of a quality culture

Effective quality assurance is not limited to compliance with external standards but fosters a widespread quality culture within the institution. At CRC, this culture is characterized by a shared commitment to excellence, continuous improvement, and innovation. The present quality assurance framework encourages active participation from faculty, staff, and students in shaping and refining educational practices.

CRA invests professional development, promotes open communication, and cultivates a collaborative environment where quality enhancement is a collective responsibility. By embedding quality assurance into everyday activities and decision-making processes, the college creates sustainable systems for maintaining and improving educational quality.

3.4 Quality assurance considers the needs and expectations of students, all other stakeholders, and society

A responsive quality assurance system is informed by the voices of students, faculty, employers, the industry, and broader societal interests. Consequently, CRC engages in meaningful dialogue with stakeholders to understand their evolving needs and expectations. This engagement ensures that our educational program remains relevant, that graduates are equipped with the skills and knowledge to succeed, and that research outputs contribute to societal advancement.

The college is keen on incorporating feedback mechanisms, regularly review curricula, and adapt to technological and socio-economic changes. By aligning educational provision with the aspirations of students and the needs of society, this quality assurance frameworks contributes to the broader public good while maintaining academic integrity and institutional credibility.

To complement these principles, the QAF is also informed by the principles of the Ordinance of the Higher Education Council on Accreditation within the Higher Education Sector (HEdA Accreditation Ordinance), as follows:

3.5 The quality assurance system shall support the task and objectives of the higher education institution taking into consideration its special features.

The quality assurance system supports the tasks and objectives of the college while accounting for its distinctive characteristics. To this extent, QA processes are tailored to reflect the institution's mission, vision, and strategic priorities, rather than adopting a generic framework. By aligning with the college's objectives, the QA system reinforces core commitments, such as fostering teaching innovation, achieving research excellence, and enhancing community engagement.

This alignment ensures that quality assurance is not an isolated function but an integrated component of the CRC's broader strategic plan. Furthermore, the QA framework is constantly adapting to the specific features of the institution, whether these involve specialized academic programs, international collaborations, or a focus on online learning.

3.6 The quality assurance system provides for verification of its effect and implementation of corrective measures.

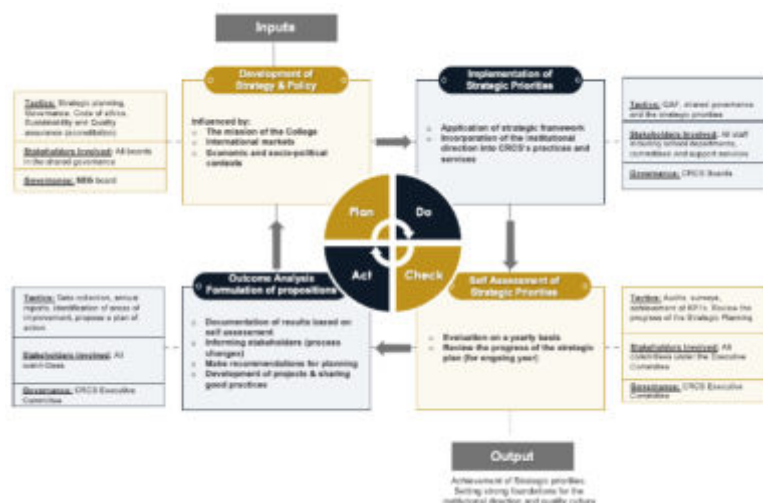
A key function of the quality assurance framework is to provide for verification of its effect and the implementation of corrective measures. This principle emphasizes the need for a dynamic and evidence-based approach to monitoring and improving institutional quality. To verify the effectiveness of the QA system, CRC establishes clear and measurable performance indicators across academic and operational areas, such as student retention rates, graduate employability, research output, and teaching evaluations. Systematic data collection and analysis play a critical role in assessing adherence to QA standards and identifying areas for enhancement.

Feedback from students, faculty, staff, and external stakeholders further informs the evaluation process, ensuring a comprehensive understanding of the institution's strengths and areas for growth. When deficiencies are identified, the QA system facilitates the implementation of corrective measures.

Moreover, the QA system itself undergoes regular review cycles to ensure its ongoing relevance and effectiveness. By embedding these processes, the college fosters a culture of continuous improvement, ensuring that quality assurance remains an active and responsive element of institutional governance.

Through this commitment, higher education institutions can maintain high standards, advance institutional development, and meet the expectations of both internal and external stakeholders.

4.0 The Quality Assurance System: Process Map



The **Plan, Do, Check, Act** quality improvement system is used to:

- Determine and evaluate performance indicators
- Identify opportunities to improve systems and processes in key areas of organizational performance
- Evaluate a department’s achievements

Plan	Design and validate new or updated practices	
Do	Implement these new or updated practices	
Check	Evaluate the relevance, pertinence and efficiency of these new or updated practices	
Act	Analyze outcomes of the assessment and make propositions for improvement	

The Quality Improvement System is defined by:

- Clear alignment to the College’s strategic priorities
- The use of the Quality Improvement Cycle approach; Plan, Do, Check, Act (Deming, 1950)¹
- An overarching cycle of continuous improvement which can be applied to all departments and functions in CRC, through quality assurance process mapping

- Systematic use of qualitative and quantitative data for identifying quality improvement opportunities, monitoring impact, and judging effectiveness of changes
- A continuous loop that continues to improve upon itself through repeated iterations
- A focus on the development of staff and process as an outcome of quality assurance

5.0 The Quality Assurance Strategy

The CRC quality assurance strategy includes the essential elements of an internal quality assurance system aimed at ensuring the quality of the activities of the college and their long-term quality development as well as promoting the development of a quality culture.

The goals defined below form an integral part of the CRC Operational Plan, based on the understanding that it is one pillar of this framework to efficiently support the implementation of the college strategic direction and verify whether the institution fulfils its mandate while taking account of its type and specific characteristics.

It is a priority of this Framework that all representative groups within CRC and its communities are involved in developing the quality assurance system and in its implementation, in particular students, mid-level faculty staff, professors and administrative and technical staff. In this regard, the quality assurance responsibilities are transparently and clearly assigned in the beginning of this document.

Finally, CRC commits to periodically analyze the relevance of its quality assurance system and make the necessary adjustments.

That said, the CRC quality assurance strategy is based on the following goals:

5.1 Governance

Ensure a transparent, accountable, and evidence-based governance structure to foster a culture of continuous improvement and compliance with regulatory frameworks.

In line with this strategic goal, the quality assurance system ensures that the governance structure, organizational structure and decision-making processes at CRC enable the college to fulfil its mission and to achieve its strategic objectives. The cornerstone of the QAF is the integrated corporate and academic governance outlined in the CRC Shared Governance, which provides a robust and transparent foundation for informed, competent, and shared decision-making.

The responsibility for direction setting and oversight has been created through a series of interlinking boards and committees (governance bodies) with specific responsibilities and terms of reference. The membership of each governance body is designed to provide a basis for informed advice at all levels of the College's operations, both corporate and academic. The Executive Committee delegates authority as necessary for effective governance of the academic aspects of the College as well as the facilitation of an efficient day-to-day operation of the College by senior management. The Executive Committee monitors those delegations through a regular cycle of review.

The Executive Committee is responsible for the review of the effectiveness of its Quality Assurance Framework and Shared Governance model to identify any improvements that might enhance the overall effectiveness of the College's corporate and academic governance.

The scope of the governance review typically includes the following:

- The overall governance structure and the type and number of governance bodies are appropriate for the size and mission for the College
- The terms of reference for each governance body are appropriate and clearly understood
- The number and categories of membership of each of the governance bodies is appropriate to achieve its strategic functions. Particularly, that the representative groups of the college have an appropriate participatory right and that basic conditions are in place allowing them to operate independently
- Obtaining information and advice, including independent advice and academic advice, as is necessary for informed and competent decision making and direction setting
- Any other matters determined by the Executive Committee

In addition to overseeing the planning and implementation of the governance structure, the quality assurance system systematically contributes to providing relevant and current quantitative and qualitative information on which the College relies to make current and strategic decisions.

5.2 Strategic Planning

Support the implementation of a coherent and adaptive approach to strategic planning to enable the institutional continuous improvement.

Given its part of the Swiss Education Group (SEG), CRC strategic direction is drawn from the SEG's Strategic Planning Document "Vision 2030". Based on this, CRC drafted its "Operational Planning Document 2025-2030". The monitoring of the institutional performance against the Strategic Plan is monitored four times a year.

The College acknowledges that the Operational Plan needs adjusting by reviewing the internal and external factors affecting the implementation of the strategy, measuring performance, and taking corrective steps to make the strategy more effective; to this extent, the plan is reviewed yearly, during the Summer Term, by assessing its strengths and weaknesses, including if it:

- Established a clear mission statement
- Formulated clear, specific goals and measurable priorities
- Implemented the strategies over time
- Identified and addressed future threats and opportunities resulting from external environmental change
- Identified and addressed the organization's present strengths and weaknesses
- The strategy is effectively communicated to employees and other relevant groups

It is the responsibility of the quality assurance system to support the drafting of the Operational Plan, as well as the periodic monitoring and reporting on its implementation. In doing so, the quality assurance system ensures that the activities of the college correspond to its type, specific features and strategic objectives. They shall mainly relate to teaching, research and services and be carried out in accordance with the principle of freedom and independence within the limits of the mandate of CRC.

The Quality Assurance Framework supports and monitors the implementation of the CRC Strategic Plan 2025–2030 and its associated thematic plans, including the Sustainability Plan 2024-2030, ensuring that sustainability, equal opportunities, and long-term institutional resilience are systematically evaluated and continuously improved.

Additionally, the quality assurance system ensures that the college sets objectives relating to the promotion of equal opportunities and actual gender equality for its staff and students and implements them. The quality assurance system also ensures that CRC sets objectives relating to economically, socially and environmentally sustainable development and implements them.

Part of its strategic planning process, the College identifies risks within its operations and ensures that they are managed and mitigated effectively. As such, the College utilizes a Risk Management Plan, included in the Strategic Framework, as a mechanism to systematically identify, analyze, evaluate, monitor and minimize risk.

Risk management is critical to the overall performance of the College and therefore forms an integral part of the overall planning for the organization.

5.3 Policy Management

Develop and implement a system of policies that provide for a transparent and predictable student learning experience.

It is the responsibility of the quality assurance system to serve as a single point of contact for all formal arrangements and ensures that all policies, procedures, and processes are defined, communicated, and applied systematically, transparently, and consistently. One key principle in this regard is stakeholder engagement in the policy-making process: the policy management strategic goal is based on the principle of institution-wide participation in the formulation of policies, as well as the timely implementation of policies and monitoring brief.

Policies are developed through a formalized process beginning with identification of need, followed by stakeholder consultation, Executive Team review, and final approval. Once adopted, policies are regularly monitored and reviewed—annually during the summer term, or sooner if prompted by regulatory changes or stakeholder feedback. The quality assurance system also ensures that all relevant areas are regulated and that policies do not contradict or overlap each other.

The Policy Management system at SEG ensures consistency, transparency, and alignment with strategic goals across all institutions. It serves as a centralized and systematic framework governed by the Quality Assurance (QA) system, which oversees the definition, implementation, communication, and review of all institutional policies. This framework is participatory in nature, involving executive leadership, faculty, staff, and students in the creation and refinement of policies.

Scope of the Policy Management System:

The system applies to all institutional operations, including academic programs, administration, student support, and compliance. It ensures that all SEG policies:

- Meet legal and regulatory obligations
- Reflect best practices
- Remain aligned with CRC' mission and values
- Avoid duplication or contradiction
- Incorporate input from across the CRC and SEG community.

This approach not only guarantees coherence and accountability but also fosters a culture of shared ownership and continuous improvement.

5.4 Quality Assurance

Consolidate the quality assurance system to systematically monitor, evaluate, and enhance institutional effectiveness.

A key element of the quality assurance process is responding to feedback from the college's main stakeholders, including students, management, faculty and staff, and industry. The response to this feedback includes an implementation process that will allow the College to close the feedback loop. The Plan-Do-Act-Check cycles assure continuous process improvements and foster a culture of quality and immediate intervention and action towards excellence. The Plan-Do-Act-Check framework is available on small business cards to keep on everyone's desk to be reminded that everyone is part of the quality assurance of the College.

The Quality Assurance Framework is regularly communicated and discussed with the staff. It is important that every staff member understands what quality assurance is and how they are a part of it.

The Quality Assurance Framework is expected to be reviewed annually, by the Executive Committee. This review includes the review of the framework, the quality cycle, the respective KPIs, and finally the effectiveness of the reporting. This procedure is led and coordinated by the Executive Committee with a report to the SEG Board upon the recommendation being operational or strategic. Results of the annual review and plan of actions are communicated to the appropriate stakeholders and audiences.

The higher education institution makes public its quality assurance strategy and ensures that the provisions corresponding to quality assurance processes and their results are known to employees, students and, where applicable, external stakeholders.

5.5 Academic Excellence

Promote an academic environment that supports curriculum innovation, effective pedagogy, and continuous improvement in teaching and learning outcomes.

It is the responsibility of the quality assurance system to provide for a periodic evaluation of teaching and research activities, of services and of results achieved in these areas. In doing so, the system ensures that principles and objectives linked to the European Higher Education Area are taken into consideration.

This QAF allows for a holistic approach to the evaluation of the curriculum, teaching, and student academic experience. The prime responsibility for the quality of courses, examinations, and other teaching work such as the supervision of academic work, lies with the teaching staff. Curriculum-based safeguards are in place, and these are periodically reviewed, revised and put into practice by the Academic committees.

Using peer review, course evaluation, term representative qualitative feedback, and data on grades and graduation rates, this framework contributes to a continuous process of enhancing academic quality and institutional effectiveness. This framework

is also applied to ensure students are meeting the specific learning outcomes and achieve the appropriate level of competency upon graduation. Although passing a class is indicative of obtaining this level, it is important to investigate that specific learning outcomes are being met in each class.

Quality Assurance Calendar

The Learning and Teaching Evaluation consists of an annual calendar, divided into the school's 4 academic terms. Each term is dedicated to a specific review and involves all the faculty.

CRC's Teaching & Learning prepares an annual summary of the calendar:

- Winter Term: Annual Syllabus Audit
- Spring Term: Annual Assessment Audit
- Summer Term: Peer Evaluations
- Fall Term: Annual Appraisal

Module Evaluation

Student course evaluations are a necessary and important quality assurance measure. The survey contains the questions listed below, and is administered before the final exams, at the end of the term and shared with faculty by the Assistant Dean or Program Manager after final exams are graded, every term.

1. The module increased my knowledge of the subject matter
2. The module materials were up to date and relevant
3. The module was challenging enough
4. The assessments were clear and fair
5. The teacher knows the subject matter well
6. The teacher appeared enthusiastic and interested
7. The teacher was prepared and organized
8. Overall, how satisfied were you with this module

Term Representative meetings

Twice a term, Class Representatives share their qualitative feedback with the Program Manager or Assistant Dean. Those informal meetings have the advantage of more easily bringing up issues without complex or formal committees.

Graduate survey

The Exit Survey is conducted once at the end of the students' studies. The purpose of this survey is to collect feedback from students who are graduating. The survey addresses graduating students with overall satisfaction of the College, satisfaction with the education they received, which courses they felt was most/least useful and what

would be one thing about their experience that they would change if they could. The results of the survey are shared during faculty meetings and analyzed by the Learning and Teaching Committee.

Advisory Board

The composition of the Advisory Board was carefully considered, to complement the knowledge and skills of the Executive Committee. The Advisory Board provides guidance, knowledge, skills and feedback to the board as well as helping the College gain insight into skills needed for future business success. In addition to making recommendations and providing advice and support, the Advisory Board can make sure that programs are current and relevant to business and to industry. Advisory Board members may help to assess the labor market and the demand for certain programs. Advisory Board members are also valuable assets as program ambassadors and advocates.

Admissions

To enable the CRC students to succeed academically, the quality assurance system shall ensure compliance with the criteria for admission, for the assessment of the student performance and for issuing final diplomas according to the mission of the higher education institution. It is also within the scope of the quality assurance system to ensure that these criteria are defined, communicated and applied systematically, transparently and consistently.

This is achieved through the active participation of QA representatives in institutional committees, as well as their oversight of policies to ensure alignment with established standards and full regulatory compliance.

Alumni Feedback

Alumni form a significant part of the College's network, and this survey is a useful tool to be utilized to gauge your alumni satisfaction with their education and collect insights into areas for improvement. The Alumni Survey is designed to give former students an opportunity to reflect upon their years at CRC. The survey asks graduates about their perceptions of the College, employment and further education, estimated gains in knowledge and skills, involvement as undergraduate students, and continuing involvement with the College. The survey is offered electronically to alumni every three years during the alumni reunions and sent via email by the Executive Director of Industry Affairs & Career Services.

Curriculum Review

The College reviews its curriculum every 5 years. The purpose is to evaluate the relevancy of the programs and for an external audience to let the College know how to improve. The curriculum can be most effective by seeking continual improvement through a cyclical curriculum audit process to ensure there is a positive link between the assessments given and the results achieved. The curriculum audit is a systematic

review of the aims, and competencies to compare the curriculum standards with expectations from the industry.

The curriculum audit is undertaken with the following objectives:

- a) Improve, expand, innovate, redesign, and add value to the curriculum
- b) Compare the curriculum and determine the gaps
- c) Assess the level of quality attainment in the curriculum and the effectiveness of the program

The Curriculum Audit is managed by the Academic Committee and involves students, alumni, industry and experts from academia.

In addition, programs may undergo minor or major modifications to ensure the content and delivery methods remain current, relevant, and aligned with evolving academic and industry standards.

External Benchmarking

CRC mainly works on benchmarking with the University of Derby and Washington State University, its longstanding partners. The purpose is a) to provide evidence of the quality of the programs; b) to offer external evidence for the development of internal improvements, for example, learning outcomes; c) to establish and foster collaborative improvement with other colleges.

CRC is also a partner of THE ICE and EDUQUA. The main goal of THE ICE survey is to illuminate how CRC student satisfaction compares to benchmarks of peer institutions.

The EDUQUA label identifies adult education institutions that fulfill quality standards. The criteria specify the minimum standards that must be fulfilled for the EDUQUA label to be awarded to an institution. The label promotes transparency and comparability of adult learning

5.6 Research Relevance

Advance research excellence and innovation that address societal challenges and enhance knowledge creation

CRC adopts a strategy of developing teaching, research, and service synergies through their close coupling and adheres to best practices in higher education institutions. CRC's research faculty engage in teaching with a maximal rate of 40% in addition to research and service.

Entrepreneurship and management topics are at the core of curriculum and research at CRC.

1. CRC adopts a transdisciplinary program approach for developing research lines extending applied research relevant for hospitality, tourism, and service organizations.
2. CRC has developed an active institutional research policy, providing a guiding policy at a higher level to encourage transdisciplinary and collaborative contributions to the strategic research lines:
 - a. CRC has adopted a strategy of making research contributions to entrepreneurship and management in hospitality, tourism, and service organizations
 - b. CRC Research lines include (1) leadership and human resource management in dynamic settings; (2) strategy and innovation for better service; and (3) operational sustainability.
 - c. CRC develops a synergetic alignment between teaching, research, and services.
3. Situated along the CRC research lines, CRC projects examine current issues allowing to innovate, lead, strategize, and sustain hospitality, tourism, and service organizations over time in dynamic settings. CRC Research Team addresses these needs through conceptual, qualitative, quantitative, and mixed methods, while upholding the principles of academic freedom and integrity.
4. To foster service, CRC develops solutions for organizational issues through student-led research closely supervised and reviewed by the faculty (Integrated Business Projects at postgraduate level).

5.7 Student Experience

Foster an inclusive, supportive, and engaging student environment that enhances academic success and personal development

This priority allows for creating value for the students via extra-curricular activities. CRC student body lives on campus and in a diverse community. It is important for CRC that students enjoy their college experience and benefit from a strong sense of community, in an inclusive campus that offers access to various extracurricular activities. CRC recognizes the benefits of a holistic view of the student journey that includes welcome weekend, icebreaker, weekend and sports activities.

Student Ambassador Forum (SAF)

CRC welcomes feedback from the students to improve the services and opportunities.

One way of collecting this feedback is through the SAF. The aim of the SAF is to represent the student body to promote and improve the quality of all areas of student life. The committee is headed by a Student President Ambassador and may include the following ambassador members such as:

Vice President, Communications and Social Media Ambassador, Sports & Leisure Ambassador, Internship & Careers Ambassador or events Ambassador.

The Committee holds weekly meetings, where minutes are copied and distributed to all committee members and school management. The Student Ambassadors will gather several times per term with members of the school management team to collaborate on progress in the school. Student Ambassadors who successfully complete their service in the Committee will be awarded a special certificate for their contribution.

Student Satisfaction Survey

Student course evaluations are an important quality assurance measure. They are normally administered in week 10 and feedback delivered to faculty after the final exams. The student satisfaction survey is conducted in week 8. Student satisfaction helps CRC understand how well the College is delivering on the student experience. CRC believes that satisfaction helps us improve performance and graduation rates.

The survey measures how satisfied students are with their experience, providing a measurable benchmark on areas such as facilities and access to academic resources, and the quality and availability of extra-curricular activities. Evaluations are administered by the academic administration team and are anonymous to the students.

Resident Assistant

Resident Assistants (RAs) are undergraduate or graduate students who live in the dorms and serve as a leader, helper and resource person for students. They help support the social development of students by creating experiences, they also know and interact with all students within the assigned dorm area, creates an environment where the needs and concerns of diverse populations of students are appreciated, mediates roommate conflicts, and helps with duties such as check-ins, check-outs.

Honor society

The Eta Sigma Honor Society (ESD) recognizes hospitality and tourism students for outstanding academic achievement, meritorious service and demonstrated professionalism. The professional benefits of Eta Sigma Delta include an opportunity for outstanding students to distinguish themselves in the eyes of educators, recruiters and industry executives in an increasingly competitive industry. In addition, ESD provides a networking system through their chapters that allows for interaction and the exchange of information among students. Often, ESD meets for special events or functions at annual trade shows. An Eta Sigma Delta column regularly appears in the ICHRIE monthly newsletter as well.

5.8 Facilities and Resources

Provide and maintain world-class infrastructure and resources to support academic programs, research activities, and student well-being.

CRC offers modern, needs-based facilities. It maintains, and is expanding, its infrastructure, and manages growth by the principles of sustainable development and by being environmentally aware and resource-conscious in the construction, use and operation of its buildings. CRC is concerned with the students and staff's health and safety and therefore has in place several strategies.

Green Globe Certification

CRC has developed itself into a green campus. Through several social and environmental projects, the College intends to show students that business is compatible with sustainability. It is central that sustainable efforts are recognized in the form of a legitimate certification and therefore Cesar Ritz pursued the Green Globe Label, which it obtained in 2021.

Our commitment to sustainability goes beyond having a green campus. In fact, CRC has two missions:

- Educating our students on green business practices
- Walking the talk: ensuring our campus has green practices

Health and Safety

CRC also promotes a culture of responsibility in health and safety. Solid safety awareness and attitudes are important, and building safety awareness requires a long-term effort—safety is highlighted repeatedly.

Resources

CRC ensures that its personnel, infrastructure, and financial resources are sufficient to support long-term operations and the achievement of strategic objectives. CRC maintains transparent financial practices, with clear documentation of the origin, allocation, and conditions of its financial resources. This enables responsible budgeting and sustainable development across academic and operational functions.

To maintain high standards of educational delivery and institutional performance, CRC ensures that its human resources are adequate in both quantity and qualification. All academic and operational staff are recruited based on defined competency profiles appropriate to their roles and are periodically assessed through performance reviews. This process, overseen by the quality assurance system, ensures continuous professional growth and alignment with institutional needs.

CRC has established a Staff Development Policy that promotes ongoing training, peer learning, and advancement opportunities. Special emphasis is placed on nurturing early-career professionals and supporting them in their career trajectories to foster the next generation of academic and professional leaders.

Furthermore, CRC's quality assurance system plays a pivotal role in governance and organizational effectiveness. It ensures that recruitment, staff evaluation, and development are not only systematic but also aligned with the institution's mission and evolving strategic goals. By integrating periodic assessments and structured career development plans into its operations, CRC reinforces its commitment to academic excellence, institutional transparency, and leadership in higher education.

5.9 Community, Partnerships and Alumni

Enhance relationships with communities, partners, and alumni to support education, research, and social impact while fostering lifelong engagement and institutional growth.

Partnerships, alumni, and the career department are central to the success of the College. CRC is actively involved in nurturing industry partners to ensure internships, jobs, and guest speakers. Those relationships are crucial to the College because it ensures that the students can gain experiences in a variety of cultural environments while also receiving excellent training in their fields of study.

Reports from internship

Students on internship are required to write a report and to provide an evaluation from the employer. Both the report and the evaluation are used to evaluate the quality of the internship and to gauge for whom this employer fits best.

Alignment of internships with peer institutions

CRC is keen to compare itself with other institutions with regards to internships and careers. The College compares its internship program regularly with its academic partners such as WSU, University of Derby, and other hospitality schools in the region.

Partnerships

CRC has a network of industry partners worldwide and is a member of selected alliances and partnerships which benefit the entire College. CRC is strengthening its international networks and its visibility through various collaborations such as internships, guest speakers, and staff training to benefit all sides. Exchange programs with universities enhance the diversity and internationality of the college.

Alumni

CRC is expanding its international alumni network and strengthening the role of its international alumni as institution supporters and communicators on the global stage. The College is in contact with alumni through newsletters, guest speakers, contacts from various employees and alumni reunions.

Informal qualitative feedback from industry partners

As part of our ongoing relationship with the industry, CRC often welcomes alumni, guest speakers, and managers from the hospitality sector. This type of relationship provides informal, qualitative feedback that is used to place students for internships and careers.

5.10 Internal and external communication

Enhance transparent, timely, and effective communication across the institution to foster collaboration, promote institutional values, and support strategic objectives

CRC ensures open, transparent, and effective communication through a structured approach that supports collaboration, promotes institutional values, and advances strategic objectives. The institution regularly publishes information about its programs, qualifications, and institutional activities, thereby reinforcing its commitment to transparency and stakeholder engagement.

The Internal Communications Plan serves as a guiding framework for maintaining clear and consistent communication across all departments and levels of the institution. It emphasizes the importance of face-to-face interactions while also leveraging a variety of communication channels, such as newsletters, emails, staff meetings, bulletin boards, suggestion boxes, and flyers, to reach different audiences effectively.

By implementing diverse and inclusive communication strategies, CRC promotes a shared institutional culture, encourages feedback and dialogue, and ensures that important updates, decisions, and values are communicated in a timely and accessible manner.

Admissions Policy

Approving Authority:	Dean, Registrar, Quality	Contact:	Registrar
Related Documents:	Academic Program Guide Industry Immersion Year Overview	Version no:	3
Last review Date:	March 2026	Next Review Date:	Summer 2027

Admission Requirements

	Bachelor	Master
Education	Completed secondary school education (IB Diploma, IBCP Diploma, Maturité, Abitur, French Bac, 2 A-levels, high school diploma or equivalent) Swiss Maturité or Swiss commercial vocational baccalaureate or any Vocational Educational Training (VET) equivalent qualification	A recognized bachelor's degree in business or a related field. Applicants with degrees in other fields will be considered, and may be required to complete a Business Immersion Seminar Series
Admissions assessment	CV and Motivational letter	CV and Motivational letter
Minimum English language	5.5 with no component below 4.5 CEFR B2 TOEFL 4 with no component below 3.5 TOEFL 72+ with minimum speak 11 Cambridge Exams FEC First PTE 39+ with no component below 29	6.0 with no component below 5.5 CEFR B2 TOEFL 4.5 with no component below 4.0 TOEFL 86+ with minimum speak 18 Cambridge Exams FEC First PTE 47+ with no component below 39

Work Experience	One year of relevant professional experience or a recognized equivalent to a “professional maturité” may grant entry into year 1 of the degree program	Prior work experience is strongly recommended but not mandatory
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Bachelor of Science: Exemption from the Industry Immersion Year

Most of the Bachelor students complete the Industry Immersion Year at César Ritz Colleges. However, in certain cases, candidates may be exempt from the Industry Immersion Year and enter directly into the first year of the Bachelor Program.

Exemption from the Industry Immersion Year is considered for candidates who fulfil one of the following requirements:

1. Swiss Maturité professionnelle and a CFC (Certificat fédéral de capacité) in one of the following areas:
 - Cuisinier(ère),
 - Spécialiste en hébergement,
 - Spécialiste en restauration,
 - Spécialiste en restauration de système,
 - Spécialiste en communication hôtelière,
 - Employé de commerce hôtellerie-gastronomie-tourisme (HGT)
2. German Abitur + Hotelfachfrau/mann
3. Completed 1 year of full-time work experience in a hospitality company.
4. On a case-by-case basis, students from other hospitality schools may be exempted from the Industry Immersion Year based on the successful completion of one full year of applied learning, including a 6-month internship.

Students who do not qualify for a full exemption may qualify to complete a 1-term Industry Immersion Year top-up.

Academic Rules and Regulations

Introduction

The programs offered at César Ritz Colleges Switzerland (CRCS) provide students with a solid foundation in the knowledge and skills necessary to be a valuable and valued professional in the hospitality and beyond fields. We are proud to offer high-level education at the operational and managerial level together with our strong educational and industry partners.

Vision

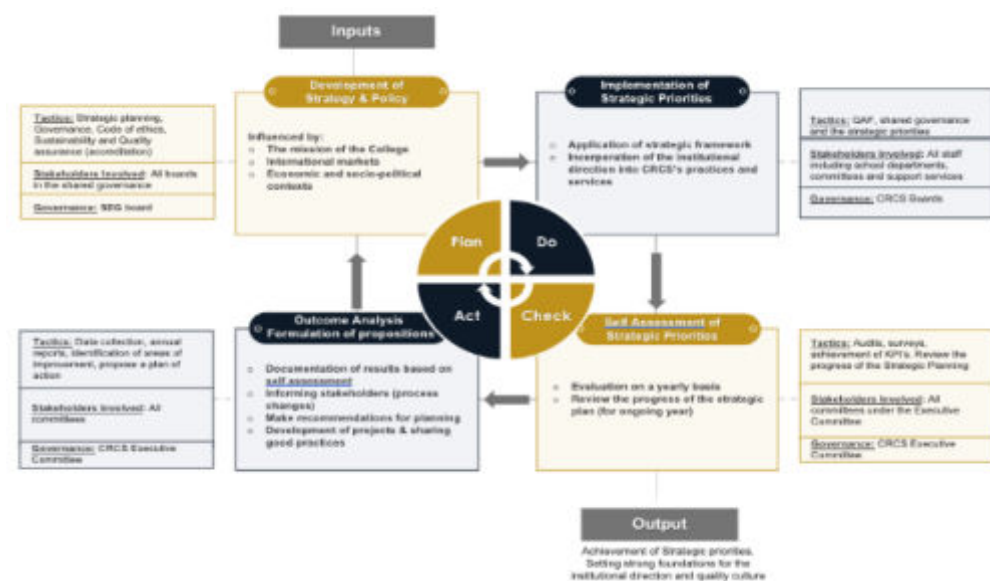
The launchpad for aspiring game changers, transforming ambition into a career at the top.

Mission

We empower aspiring business and hospitality leaders worldwide, through highly personalized education, mentorship, and hands-on experiences with leading industry partners. Guided by our innovation philosophy, our expert faculty and researchers equip students with the skills, insights, and entrepreneurial mindset to lead with purpose and succeed in executive careers.

Academic Quality Assurance

CRCS has established a Quality Assurance Framework (QAF)¹ to guide the implementation of quality measures across the entire operational and academic enterprise. Quality is a core competency of the College, striving to continuously improve through the creation of formal planning, policies, attitudes, actions, and procedures.



Sustainable Development Goals

CRCS includes the UN's Sustainable Development Goals (SDGs) in its courses and business practices. CRCS believes that the decision-makers in hospitality and tourism should have a broad knowledge and understanding of the UN's Sustainable Developments Goals, especially environmental sustainability. The school embeds the UN's SDGs into every class to increase awareness of their relevance and application to professional practices in the tourism and hospitality industry.

Code of Ethics

With over 50 nationalities on our campuses, we create an environment where everyone feels valued and respected. We continuously strive to build a culture of care, sincerity, and teamwork reflected by our Code of Ethics. We want César Ritz Colleges to be an inclusive place to study, and we welcome our students to share their differences.

Since our studies are within the framework of the Tourism and Hospitality Industry, CRCS also follows the precepts and articles of the [Global Code of Ethics for Tourism](#) from the UNWTO. All our classes, activities, and even our own Code of Ethics, have been designed considering the 10 articles of this global framework, and shared with our students, staff, and management.

Partnerships and Recognitions

Since November 2023, Cesar Ritz Colleges has been federally accredited in Switzerland as a **University of Applied Sciences Institute by the Swiss Accreditation Council**.

Washington State University (WSU) has been a program partner with César Ritz Colleges since 1985. The WSU Carson College of Business is accredited by the American Assembly of Collegiate Schools of Business (AACSB). The University of Derby (UK) has also been a long-standing partner of the College.

César Ritz Colleges has earned and maintains the following external accreditations to ensure the quality of its programs:

- Since March 2014 César Ritz Colleges is accredited by the International Centre of Excellence in Tourism & Hospitality Education (THE – ICE).
- César Ritz Colleges has also received the UNWTO recognition in 2024.

Programs of Study

Programs offered from Winter 2026 include:

- Bachelor of Science (BSc) in Hospitality Business Management (awarded by CRCS)
- Master of Science (MSc) in Leadership (awarded by CRCS)

Bachelor of Science (BSc) in Hospitality Business Management

The BSc is offered on a full-time basis. This program consists of total of 9 terms of classroom studies, one term of Dissertation Project and four terms of internship.

Master of Science (MSc) in Leadership

The MSc in Leadership is offered on a full-time basis. The 60 ECTS of taught courses are delivered over 3 terms on campus (33 weeks) and a 30-ECTS Leadership and Management Capstone (off campus) to be completed after term 3 within a maximum of 22 weeks (6 months).

Admission Requirements

	Bachelor	Master
Education	Completed secondary school education (IB Diploma, IBCP Diploma, Maturité, Abitur, French Bac, 2 A-levels, high school diploma or equivalent) Swiss Maturité or Swiss commercial vocational baccalaureate or any Vocational Educational Training (VET) equivalent qualification	A recognized bachelor's degree in business or a related field. Applicants with degrees in other fields will be considered, and may be required to complete a Business Immersion Seminar Series
Admissions assessment	CV and Motivational letter	CV and Motivational letter
Minimum English language	IELTS academic module 5.5 or TOEFL iBT 55	For non-native English speakers, a test result of IELTS 6.0, TOEFL iBT 79, Duolingo 105, or recognized equivalent
Work Experience	One year of relevant professional experience or a recognized equivalent to a "professional maturité" may grant entry into year 1 of the degree program	Prior work experience is strongly recommended but not mandatory

Bachelor of Science: Exemption from the Industry Immersion Year

Most of the Bachelor students complete the Industry Immersion Year at César Ritz Colleges. However, in certain cases, candidates may be exempt from the Industry Immersion Year and enter directly into the first year of the Bachelor Program.

Exemption from the Industry Immersion Year is considered for candidates who fulfil one of the following requirements:

1. Swiss Maturité professionnelle and a CFC (Certificat fédéral de capacité) in one of the following areas:
 - Cuisinier(ère),
 - Spécialiste en hébergement,
 - Spécialiste en restauration,
 - Spécialiste en restauration de système,
 - Spécialiste en communication hôtelière,
 - Employé de commerce hôtellerie-gastronomie-tourisme (HGT)
2. German Abitur + Hotelfachfrau/man
3. Completed 1 year of full-time work experience in a hospitality company.
4. On a case-by-case basis, students from other hospitality schools may be exempted from the Industry Immersion Year based on the successful completion of one full year of applied learning, including a 6-month internship.

Students who do not qualify for a full exemption may qualify to complete a 1-term ILY top-up.

Internships

Internships provide students with the experience of working full-time as a paid employee in a hospitality, tourism or F&B operation. Students refine their service and management skills gained in their on-campus studies and build the social and communication skills essential in the hospitality industry.

César Ritz Colleges provides students with career guidance and job placement information, including counseling and instruction in the techniques of CV preparation, job application and interviews. Throughout the academic year, prospective employers may visit the school.

The Career Coach is the key partner in finding internship opportunities for students. The Career Coach is responsible for assisting students with internships that will maximize the students' career objectives and deepen their academic and professional knowledge. Only students in good academic and professional standing qualify for internships and are assisted by the school.

For further information, please refer to the most updated version of the SEG Career Services Manual.

Grading System

The following grading scale is applied for César Ritz Colleges' programs:

Letter	Point Value	% From - To		Interpretation
A	4.0	94	100	Outstanding
A-	3.7	90	93	Excellent
B+	3.3	87	89	Very Good
B	3.0	83	86	Good
B-	2.7	80	82	Above Average
C+	2.3	75	79	Average
C	2.0	70	74	Satisfactory; Minimum Passing CGPA
C-	1.7	67	69	Below Average
D+	1.3	63	66	Poor
D	1.0	60	62	Minimum Passing Course Grade
F	0.0	0	59	Course Fail

An incomplete, designated by the letter "I", is a temporary grade for coursework not completed due to circumstances beyond the student's control (serious illness, family emergency, etc.). An incomplete grade must be completed by the end of the next term; if not, it becomes an "F" grade.

Full Time Studies

The College expects that students undertake a minimum of 40 ECTS credits per year and a maximum of 80 ECTS per calendar year (60 for an academic calendar). The College expects all students to be full time students.

Honor Roll

César Ritz Colleges recognizes excellence in academic performance. Students who complete at least 15 credits in a term and who score a term Grade Point Average of 3.7 or higher will be placed on that term's honor roll.

Academic Progress and Status

Overall individual academic performance is calculated at the end of each 11-week term and those with performance of “below average” or below are reported to the Dean or the Program Manager.

Students with unsatisfactory performance are informed of their academic status as soon as the results have been confirmed by the Assessment and Graduation Committee. Initially, this information is provided by contacting the student via email; personal counseling is provided by the Dean or the Program Manager prior to the beginning of the next term.

Grades & Results Publication

Grades are provisional until confirmed at the end-of-term Assessment and Graduation Committee. Grades are available on the SEG App and Student Portal by Friday of Week 12.

Academic Probation

Through the testing process, faculty give ongoing feedback on academic performance to each student. In addition, faculty report their observations and concerns to the Dean, who counsels students and issues academic warnings if needed.

Students are placed on Academic Probation for the next academic term if their cumulative grade point average (GPA) of the previous term falls between 1.70 and 2.00. It means that students may continue their studies, but that they are required to raise their CGPA. Students will be notified in writing when they are placed on academic probation. To be taken off academic probation, the student must show progress by achieving a GPA of 2.0 or above during the next term.

Term Repeat

Students whose CGPA falls below 1.70 are required to repeat the term; students may be offered the opportunity to take a re-sit exam (if applicable) if it will bring their CGPA to above 1.70.

Students who could not show progress or who have failed 4 courses in previous terms after having been placed on Academic Probation may also be required to repeat one term of studies. Students who cannot raise their CGPA to at least 1.70 after a term repeat may be dismissed from César Ritz Colleges. This decision is within the authority of the Assessment and Graduation Committee.

Note: in some cases, a student's cumulative grade point average (CGPA) may be above 2.00 and the most recent term grade point average below 2.00. Depending on the situation, the student may be required to repeat a term or may be allowed to continue. This is decided during the Assessment and Graduation Committee.

Students on a term repeat are not required to repeat subjects in which they earned a letter grade of B- (80%) or higher.

Academic Dismissal

Students may be dismissed due to on-going poor academic results and / or due to having earned a GPA of less than 1.0 in a term. Students may appeal dismissals, following the appeals procedure.

Dropping a Subject

After discussing with the Program Manager and considering the situation of a student, a student may drop from a subject by the end of Week 1. In this case, the course will not show on the transcript and will not impact the students' GPA or CGPA.

Withdrawing from a Subject

After discussing with the Program Manager and considering the situation of a student, a student may withdraw from a subject by the end of Week 3. In this case a "W" is posted on the transcript, and the withdrawal does not impact the student's GPA nor CGPA. If a student withdraws after Week 3, the course is shown as an "F" on the student's transcripts, and the withdrawal is calculated as a failing grade in the student's GPA and CGPA.

Withdrawing from a Program

A student may withdraw from a program at any time. A student wishing to withdraw must complete the "Change of Progression Form" available in the administration offices. In the case of withdrawal or termination or registration, the relevant Assessment and Graduation Committee will consider courses successfully completed and will award the appropriate credit which may, if the necessary requirements have been fulfilled, lead to an intermediate award.

Graduation Requirements

The Bachelor of Science in Hospitality Business Management or the Master of Science in Leadership is awarded to students who have met the following requirements:

- successful completion of all required courses, within 5 years, with a CGPA of 2.00 or higher
- successful completion of the internship requirements
- the fulfillment of all financial and other obligations

The College also offers the following exit options:

- Swiss Certificate in Hotel and Restaurant Operations, awarded after successfully completing the industry immersion year, including all required courses in Term 1 and Term 2, having earned a CGPA of 2.00, and having successfully completed the internship requirements.
- Swiss Higher Diploma in Hospitality Business Management, awarded after Term 6, after successfully completing all required undergraduate courses in Term 1 through Term 6, having earned a CGPA of 2.00, and having successfully completed the internship requirements.
- Certificate of Advanced Studies (CAS) in Leadership, awarded after successfully completing Term 1 of the Master program.
- Diploma of Advanced Studies (DAS) in Leadership, awarded after successfully completing Term 1 and Term 2 of the Master program.
- Master of Advanced Studies (MAS) in Leadership, awarded after successfully completing Term through Term 3 of the Master program.

Class Attendance Policy

Class attendance is critical to student learning. Attendance is compulsory in all lessons, seminars, practical lessons, professional visits and other scheduled school activities.

Students who miss more than 15% of classes in any course (there are no excused absences; this allowance includes, but is not limited to, documented medical illness, scheduled interviews, family emergency) can immediately be withdrawn from the course with a failing grade (“F/FAIL”), having to repeat the course.

If students are more than five minutes late to class, they will be marked absent for that hour. Students might be sent to change if they are not complying with the grooming standards. In this case students will also be marked absent.

Students are required to monitor their attendance records.

Change of Study Progression – Term Off

Students wishing to change their study progression by taking a term off or deferring their studies in another way may apply to do so with their dean or Program Manager. Swiss immigration regulations generally limit a student to one term off during their study program. Changes in progression may delay a student's graduation, may involve administrative fees, and may require a student to change programs out of one being discontinued.

Distance Learning Courses

All César Ritz Colleges' programs require campus residence but, with the approval of the Dean or Program Manager, undergraduate students may complete a maximum of 6 credits (typically two courses) per academic term by Distance Learning (some courses – language and practical courses – are excluded). Students who need to take three or more courses are required to complete these by being physically on campus.

Students receive regular feedback from their lecturer and are expected to achieve the same course objectives as on-campus students. Distance Learning is normally offered only for failed courses, for courses not offered in a term, or to transfer students who have an individual study plan. A fee is applied to Distance Learning courses.

If a student enrolls in a Distance Learning course but is not in contact with the school or the lecturer within the first 2 weeks he/she will be withdrawn from the course for that term. All communication concerning Distance Learning courses is through the student's school email address.

Academic Appeals Process for grades

Students have the right to appeal academic decisions, within one week of receiving their grade. The process begins with the student discussing the issue directly with the faculty member. If a resolution is reached, the grade may be adjusted accordingly. If no resolution is achieved, the student must submit a written complaint (via email) to the Dean or Assistant Dean.

The Dean or Assistant Dean will meet with the student, review the assessment and rubrics, consult with the faculty, and, if necessary, request a re-grading by another faculty member. If the matter remains unresolved, the Dean informs the student of their right to escalate the appeal to the SEG Quality Assurance Director, who can decide to convene an external Appeals Board, comprised of two faculty or administrators from peer institutions. The decision from the external Appeals Board is final and a written response is provided to all parties.

Academic Appeals Process for Academic Decisions

Students have the right to appeal academic decisions such as probation, term repeat, or dismissal within two weeks of receiving formal notification. The process begins with the student submitting a written appeal (via email) to the Dean or Assistant Dean, outlining the reasons for the appeal and providing any relevant supporting documents.

The Dean or Assistant Dean will review the case, consult with the relevant faculty or administrative bodies, and meet with the student if necessary. If a resolution is reached at this stage, the matter will be referred to the Assessment and Graduation Committee. If the matter remains unresolved, the student may escalate the appeal to the SEG Quality Assurance Director, who will determine whether further review is warranted.

If deemed necessary, the case will be forwarded to the external Appeals Board, which will conduct a thorough review of the decision. The Board's decision is final, and a written response will be provided to all parties involved.

Academic Honesty Policy

César Ritz Colleges requires honesty of all its members. Honesty is necessary for the learning process and is integral to an atmosphere of genuine intellectual inquiry.

Academic dishonesty is the worst academic offense at an institution of higher learning; it may take the form of:

- plagiarism - using others' language, structure, or ideas without proper attribution / passing it off as original work.
- cheating - receiving or giving unauthorized assistance in any academic work.
- falsification - the statement of any untruth, written or oral, relating to one's academic work. These include, but are not limited to, forging official signatures or altering official documents.
- Using AI to generate answers and reports, without the approval of the faculty.

Academic dishonesty will result in disciplinary sanctions. These may include a "zero" grade for a test or assignment, a failing grade (F) for a course, suspension from the college or, in severe cases, dismissal from the college. A student caught cheating during a test or exam will be asked to leave the room immediately and not complete the remainder of the assessment.

NOTE: Student reports and assignments are submitted to "Turnitin.com" which is a plagiarism detection website. This is for formal confirmation of the document's originality, including the correct referencing and sourcing of information.

Assessments

Students are expected to meet the deadlines of assignments as outlined in the course outlines and communicated by the faculty.

A student that is absent from a test due to documented illness or an authenticated, legitimate reason may sit a make-up exam or resubmit an assessment. The student will take the make-up exam at the discretion of the lecturer with approval from the Program Manager. The student must contact the Assistant Dean or Program Manager within 24 hours of the missed test or assessment submission. If not, the student will receive a zero for that assessment.

Students absent from an exam or who failed to submit an assessment without a valid reason will receive a zero with no opportunity for a make-up exam.

Credit Conversions

All courses are credit rated, and in the interest of transferability, standard sizes have been developed as follows:

Course size	U.S. Semester credits	European ECTS credits	British QAA credits	Notional Learning Time
Standard	3	5	10	125 hours

Enrollment Status

Students must maintain a full-time status to study at César Ritz Colleges. Students studying in the undergraduate program are required to be enrolled in at least 9 credits. Students who take fewer credits than indicated will be withdrawn from the term and are required to leave the school.

Examination policy

All students follow the examination policy below:

- Students must be ready to enter the exam room 5 - 10 minutes before the start of the exam.
- No-shows to final exams will result in a "0" for that assessment.
- No coats, bags, books, notebooks, electronic equipment, food, drink or unnecessary materials are allowed in the room.
- Students are expected to have all necessary pens, pencils, calculators, etc.
- Silence must be always maintained; "beeping" watches, mobile phones etc. are prohibited.
- All answers must be written in ink, unless instructed otherwise.

- Use of dictionaries is prohibited, unless instructed otherwise.
- Students leaving the room must turn in their exams and are finished. They will not be allowed to return. In exceptional circumstances, students may request a break and must be accompanied by an invigilator.
- Students requiring special testing conditions must inform their Program Manager at the start of the term.

Failed Courses

The Assessment and Graduation Committee will offer one of the following options to undergraduate students who have failed a course:

- Repeat the entire course
- The following term if the student will be on campus and the class schedule allows, or via Distance Learning during an internship off campus
- Grant a re-sit exam if the final course percentage grade falls between 50 – 59%.

Re-sit exams are administered in week 1 of the following term. The re-sit exam carries a 100% weighting; the maximum grade awarded on a resit exam is 60%. Students with a GPA or CGPA below 1.70 who qualify for a re-sit are entitled to one re-sit, and only if passing the re-sit would raise the student above 1.70. Fees are applied for a re-sit exam.

Students are allowed to sit for one re-sit exam only. If a student has failed more than one subject, the student will re-sit the subject with the highest final grade. Other failed subjects are to be repeated.

The re-sit must be taken the term after the course was failed. For students on internship the exam can be taken the term the student is back on campus. If a re-sit must be delayed, there is a 1-year limit on completing a re-sit exam, following which the student must retake the course.

Students who fail a course during their final term of study on campus must resolve this within 3 years.

Students may enroll in a course a maximum of three times to earn a passing grade. Students who do not pass a course after three attempts will not meet graduation requirements and are therefore dismissed from the school.

When a course is repeated, only the latest result counts in the CGPA. For GPA calculations, WSU accepts only repeated courses when the original grade was C- or below

Students have failed an assessment when:

- They fail to obtain a passing mark for that assessment; or
- In the absence of proven illness, or any other valid cause, they fail to submit work for an assessment by the due date, or to present themselves for examination on the due date; or they fail to comply with the exam regulations.

Student Course Evaluation

Student evaluations are a necessary and important quality assurance measure. Feedback is available to faculty to enable them to make any appropriate adjustments.

Evaluations are administered by the academic administration team and are anonymous for students. The students are asked the following 10 questions, related to the course, in a 5-point Likert scale format:

1. The module increased my knowledge of the subject matter
2. The module materials were up to date and relevant
3. The module was challenging enough
4. The assessments were clear and fair
5. The teacher knows the subject matter well
6. The teacher appeared enthusiastic and interested
7. The teacher was prepared and organized
8. Overall, how satisfied were you with this module

Students with Learning Difficulties

The College has certain measures to support students with diagnosed learning differences. Confidentiality is strictly maintained, and information is shared only with consent.

Students should contact the program manager, assistant dean, or student counselor. Students may be eligible for specific provisions for certain assessments such as 25% extra time in timed assessments (exams, tests, quizzes) or other provisions depending on the student's needs.

Teaching and Learning Strategies

César Ritz Colleges uses teaching and learning strategies that ensure that students increasingly accept responsibility for their learning as their programs progress. All academic programs encourage students so that their professional, personal/social development, and academic achievement meet or exceed the highest European standards. Lessons and assessments are designed to encourage independent learning and to prepare students for management positions in the industry. César Ritz Colleges

encourages the co-operation and involvement of students and seek to help them develop into mature, self-reliant and articulate individuals.

Test-Outs

Students have the option to test-out of a subject. Test-outs are noted on the transcript as waived; credits are not awarded.

Students can test-out of a subject if they have shown evidence of knowledge either through prior studies or work experience. Students cannot test-out of their native language (German or French). A charge is applied to this service.

Transcripts and Diploma

Through the Dean's Office, students receive feedback on their academic performance twice a term to update students on their academic standing. The first time, students are informed after mid-term results are available; the second time, posted on student app and portal following final exams and after the Assessment and Graduation Committee has met (by Friday of Week 12). Official transcripts are issued after students complete their full program and have met all financial obligations.

Diplomas are issued to successful graduates in the term following their official graduation. Only the highest qualification is awarded, lower or interim qualifications are not issued. Additional official transcripts can be requested at a cost of CHF 20 per transcript. If sent by registered mail or courier, an additional charge is applied. Unofficial transcripts sent by email are free of charge. For the re-printing or certified copy of a diploma, a charge of CHF 200 applies.

Recognition of Prior Learning / Transfer of Credits

The College seeks to ensure that applicants are admitted to the highest level of award for which they are qualified for. Students may be eligible to receive credits towards the Bachelor's or Master's degree program should they have undertaken studies at equivalent tertiary level at another recognized institution (as listed on [UK ENIC](#), an accredited US institution, or accredited by the relevant authorities in the country where it is based) prior to commencing studies at César Ritz Colleges.

To transfer credits, the learning outcomes of those courses completed must be compatible with courses in the program; the grade achieved must be a minimum pass, or above; the grade must appear on an official school transcript; the credit hours must be comparable with César Ritz Colleges' course offerings and the courses taken within the last 5 years. Courses delivered at distant education can be considered.

CRCS transfers the number of credits allocated to a given course at CRCS, not the number of credits allocated to the course at the originating institution.

Credits will be offered only for those courses shown as “completed” on an official transcript, and not for parts of courses. Students may transfer up to 50% of the total credits required for the final exit award.

The College only considers the transfer of credits and not grades and will transfer the number of credits allocated to a given course within the CRCS program structure.

Credit Transfer Process

Official transcripts and course descriptions must be submitted in English to the admissions office before commencing studies. Submitting the respective documents beforehand facilitates the accommodation of differing course progressions where transfer credits are being granted.

Once the application is received, the Registrar analyzes the credit transfer request and informs the applicant of the course names and credits transferred, as well as the proposed academic path. If the prior learning is determined not to be equal, the reasons will be given.

If a student wants to retake a class for which they have credit transferred, they must submit a request to the Registrar. The assessment results for this class are to be reflected on the student transcript.

Outstanding Tuition Fee Debt

The College has a statutory duty to collect tuition fees and is obliged to take action to recover outstanding debts if payment is not made by the due date. Students are responsible for raising any queries they have about invoices, or any concerns if they cannot pay by the due date, with the relevant department at the College.

The College can act if tuition fees are not paid on time, including:

- Suspension from class
- Suspension from the usage of the College facilities
- Non release of results
- Non re-enrolment onto next stages of course
- No invitation to Graduation
- Retention of Award Certification

Grievances

The College is committed to providing a fair and transparent process for addressing student grievances related to academic, administrative, or personal matters. Students are encouraged to first seek an informal resolution by discussing the issue directly with the individual or department involved.

If the matter is unresolved, students may submit a formal written complaint to the Dean, Program Manager, or Director of Operations, including a clear description of the issue, supporting documentation, and the desired resolution. The grievance will be acknowledged within five working days and investigated thoroughly, with a decision provided in writing within ten working days.

If dissatisfied with the outcome, students may appeal to the SEG Quality Assurance Director within five working days, with a final decision issued within ten working days. All grievances are handled confidentially, and Cesar Ritz Colleges ensures that no student faces retaliation for raising a concern. For assistance, students are encouraged to contact the Dean or Director of Operations.

Graduation Ceremony

César Ritz Colleges holds one official graduation ceremony per year at the Brig Campus. This ceremony is held in September, usually on the last Thursday of the term. Students' eligibility to attend the ceremony is reviewed by the school's administrative office. Thus, students may attend by invitation only.

Conditions for participation in the official ceremony are as follows:

- Students must attend the ceremony immediately following their program completion and once confirmed by the Assessment and Graduation Committee.
- Delay of participation may be granted only under extenuating circumstances and must be approved by the Dean.
- On approval by the Dean, students may participate in the ceremony prior to degree completion if students are in their final term of studies or final months of completing industry internship. All other students are not allowed to participate prior to completion of all degree requirements until the Assessment and Graduation Committee has ratified the students' qualification.
- An invitation to participate in the ceremony and to confirm the spelling of the student's name on the award will be distributed to potential graduating students during the final term of their relevant program.
- Students who are invited to, but not attending, the official ceremony will have their name printed as indicated on the invitation form. Students who do not return the invitation form will have their name spelled according to their application form.
- Students who are recorded as attending one ceremony will not be allowed to participate in a subsequent ceremony.
- Each student attending the ceremony may invite a maximum of two guests.

Classroom Management

Punctuality

Lecturers ensure that classes start and end on time according to the set timetable; students are expected to be in the classroom in time to be organized and ready to begin class on time.

Grooming

Students adhere to the school's grooming policy. If a student violates the policy, the lecturer will require the student to leave class and return when properly groomed. For that time, the student is marked absent.

Food & Drinks

No food or drinks may be consumed in classrooms except for bottled water, which may be kept on the floor.

Electronic Equipment

The use of any electronic equipment is determined by the lecturer. Cell phones must be turned off before entering the classroom. iPads are only to be used when instructed by the lecturer.

Students with proven learning disabilities may be permitted to record a lesson (video or audio) once they have received prior approval by the program manager / leader.

Otherwise, lessons are not to be recorded (video nor audio).

Inappropriate Behavior

Students who behave inappropriately in class will be disciplined. Inappropriate behavior includes but is not limited to excessive talking, disturbing other students, preparing material for other courses, using mobile phones, sleeping during class, and insubordination. In the first instance, the lecturer will counsel the student about the behavior. If it persists, the Assistant Dean or Program Manager will be notified, and an interview will be conducted with the student. If the student makes no progress, then the Academic Director/Dean will be informed of the situation so that further action may be taken.

Classroom Cleanliness

At the end of their lecture, lecturers and students leave the classroom tidy: lights turned off, windows closed, white board clean, and projector powered down.

Course Introduction

Each faculty member introduces the academic content of his or her course and provides the following information to each student at the start of each course:

- Course syllabus.
- Expectations and any special requirements for papers, projects, reports, etc.
- Attendance and other classroom policies.
- Grading criteria and the approximate weight of each course requirement toward the final grade.
- The location of the lecturer's office, his/her availability and office hours.

Professional Attitude

César Ritz Colleges is one of the few schools that, in addition to providing a professional education, require that graduates embody international standards of positive professional attitude.

Course Calendar and Starting Dates

School holiday periods are published well in advance. If students leave before the Friday of week 11 or return late, later than Monday of week 1, they will be considered absent. Students failing to comply will be sanctioned. In general, lessons are also held during local public holidays (i.e., Easter Monday). Instead, no classes are scheduled on Friday Week 5 and Monday Week 6.

All term dates are available on the www.cesarritzcolleges.edu website.

IMPORTANT NOTICE: The term calendar finishes on the last Friday of the term. All students are expected to be present until the last day as examinations may be scheduled. Please do not buy your flight tickets until the exam timetable has been announced. Examinations will not be rescheduled.

Student Services

Moving away from home for the first time can be a daunting experience. Moving away from home and living in a foreign country can be even more difficult. César Ritz Colleges is dedicated to making the transition to student life in Switzerland a positive experience.

Academic Support

On-going academic counseling is available to the students through their Program Manager and Faculty. All members of the faculty have office hours or are available by appointment.

Students who seek additional academic support in their studies may take advantage of the tutoring system offered through our library services; or, if students experience language challenges, they may take advantage of the English Foundation Program offered through Swiss Education Group.

Student Counselor

The Student Counselor is available to assist students with any personal problems. A student may also approach a member of the faculty or staff with whom they feel comfortable.

Disclaimer

This handbook is updated on a regular basis and contains all rules and regulations pertaining to the César Ritz Colleges programs, program details, disciplinary procedures and any other rules and regulations deemed necessary by the college administration. All information herein is correct at the time of printing. César Ritz Colleges Switzerland or any of its officers cannot be held liable for any information erroneously omitted or incorrectly stated.

Students are reminded that the latest version of the rules and regulations as stated in the most recent handbook (and not the one dating from the first term of registration) will apply for each term. The latest version of the Academic Program Guide will supersede all previous versions. César Ritz Colleges Switzerland administration reserves the right to amend all, or part of any section as deemed necessary. Students may request the latest version of the student handbook from the college. It is also posted online on the Student's App.

Legal Jurisdiction

In case of any legal disputes that might occur between a student and the Colleges' officers, staff, faculty or management, for whatever reason, whether financial, academic or personal, while a student is registered full-time or part-time in any of the colleges' programs, is on leave, has been suspended, has been dismissed, or has graduated, the competent courts of jurisdiction are those of the State of Valais, Switzerland.

Course Catalogue

Introduction Bachelor of Science in Hospitality Business Management

Students in this program take nine terms of on-campus coursework (Term 1 – Term 2) and two required internships. A tenth term is the Dissertation Project and can be completed from home. The award is issued by César Ritz Colleges.

Objective:

This industry relevant and challenging program prepares graduates for entry-level management positions from the outset of their careers in the hospitality industry and beyond, and for continuation into senior management positions as their careers progress. Graduates will also have the skill set to open and operate their own business. With this degree, graduates may also further their education at Master's level.

Structure:

This program consists of total of 9 terms of classroom studies, one term of Dissertation Project and four terms of internship.

Program Learning Outcomes for the Bachelor of Science:

Knowledge and Understanding:

- Analyze and reflect on the different cultural concepts, characteristics and philosophies of Hotel and Tourism Management while demonstrating a critical awareness of the boundaries of the sector
- Critically review the policy, strategy, impact, and legacy of hospitality management
- Review and analyze the political, technological, social, and economic factors which affect the supply of and demand for the hospitality businesses
- Consistently demonstrate a command of effective management skills
- Gain digital capabilities pertaining to digital marketing and electronic business models by exploring fundamental concepts of technology

Intellectual Skills:

- Apply knowledge to the solution of unfamiliar problems through synthesis and evaluation of information and data
- Plan, design, execute and communicate a sustained piece of independent intellectual work which provides evidence of critical engagement with, and interpretation of, appropriate data
- Conduct research and assess theories, principles, and concepts
- Deal with uncertainty and complexity, to explore alternative solutions

- Demonstrate critical evaluation and integrate theory and practice in a wide range of situations

Subject Specific Skills:

- Develop vocationally relevant management skills and knowledge through exposure to professional practice in service, hospitality, or product development contexts. Recognize the centrality of the hospitality consumer in relation to their wants and needs
- Ability to respond appropriately to the diversity that prevails within the hospitality industry or product development industry
- Understanding of the subject through evaluation of both academic and professional practice
- Demonstrate high levels of competence, innovation, and creativity in respect of practical, personal and managerial skills

Transferable Skills:

- Work effectively independently
- Take and demonstrate responsibility for their own learning and continuing personal and professional development
- Self-appraise and reflect on practice.

Sustainability, ethical, and Responsible Skills:

- Demonstrate a comprehensive understanding of sustainability principles and apply them to business strategy, decision-making, and operations.
- Exhibit ethical leadership by making decisions that balance business objectives with the environmental, social, and economic well-being of stakeholders.
- Understand and apply corporate social responsibility (CSR) frameworks to enhance business reputation and foster long-term success.
- Foster innovation and entrepreneurship that prioritize sustainable development and create business opportunities that address environmental and social challenges.

Course listings for the Bachelor of Science (Intakes until July 2026)

INDUSTRY IMMERSION YEAR HOSPITALITY FUNDAMENTALS

CODE	Titles	US Credits	ECTS Credits
HTM131	Introduction to Hospitality and Tourism Management	3	0
DLS205	Personal Development and Life Skills	3	0

HTM152	Customer Service Mindset	3	0
HTM182	Introduction to Industry Experience	1	0
CUL101	Culinary Fundamentals	3	0
FREN101 /GERM101	French Language 1/ German Language 1	3	0
HTM112	Restaurant Service and Management	3	0
HTM178	Leadership Coaching	1	0
HTM256	Hotel Operations	3	0
HTM350	Wine and Beverage Management	3	0
MIS150	Management Information Systems	3	0
FREN102 /GERM102	French Language 2/ German Language 2	3	0
INT198	INTERNSHIP 1 (6 months)	6	0

YEAR 1

BUSINESS ESSENTIALS

CODE	Titles	US Credits	ECTS Credits
GEN309	Cultural Diversity in Organizations	3	5
ENG101	Business Writing	3	5
ECO101	Microeconomics for Hospitality Managers	3	5
MAT211	Mathematics for Hospitality Business	3	5
FREN103 /GERM103	French Language 3/ German Language 3 (optional)	3	0
GEN360	Hospitality Business Ethics	3	5
ECO102	Macroeconomics for the Tourism Industry	3	5
ART202	Hotel and Restaurant Design	3	5
ACC234	Financial Accounting	3	5
FREN104 /GERM104	French Language 4/ German Language 4 (optional)	3	0
LAW201	Hospitality and Tourism Law	3	5
ACC344	Managerial Accounting	3	5
GEN353	International Politics	3	5
DEC215	Business Statistics	4	6,5
FREN105 /GERM105	French Language 5/ German Language 5 (optional)	3	0
INT398	INTERNSHIP 2 (6 months)	6	10

YEAR 2**ADVANCED MANAGEMENT**

CODE	Titles	US Credits	ECTS Credits
BUS211	Innovation: From Creativity to Entrepreneurship	3	5
HTM358	Food, Beverage, and Events Management	3	5
TOU325	International Tourism	3	5
FIN325	Financial Management	3	5
MKT360	Hospitality Marketing	3	5
BUS212	Decision Analysis for Entrepreneurs	3	5
HBM491	Revenue Management	3	5
IBS380	International Business and Entrepreneurship	3	5
MGT450	Human Resource Management	3	5
ENG402	Business Start-Up 1	3	5
PSY350	Social Psychology of Hospitality	3	5
HTM494	Service Operations Management	3	5
HTM320	Career Management	1	2

YEAR 3**EXECUTIVE COMPETENCIES**

CODE	Titles	US Credits	ECTS Credits
HBM381	Hospitality Leadership and Organizational Behavior	3	5
HTM485	Business Start-Up 2	3	5
HBM495	Strategic Hotel Management	3	5
LUX482	Luxury Business Management in Hospitality and Tourism	3	5
DIS401	Dissertation Preparation	1	2
DIS402	Dissertation	15	25

Course listings for the Bachelor of Science (Intakes from October 2026)

INDUSTRY IMMERSION YEAR HOSPITALITY FUNDAMENTALS

CODE	Titles	US Credits	ECTS Credits
HTM131	Introduction to Hospitality Business Management	3	0
ENG101	Business Communications	4	0
HTM152	Customer Service Mindset	3	0

CUL101	Culinary Fundamentals	3	0
FREN101 /GERM101	French Language 1/ German Language 1	3	0
HTM112	Food and Beverage Systems and Operations	3	0
DLS205	Personal Development and Leadership Skills	4	0
HTM256	Rooms Division Operations	3	0
HTM350	Wine and Beverage Management	3	0
FREN102 /GERM102	French Language 2/ German Language 2	3	0
INT198	INTERNSHIP 1 (6 months)	6	0

YEAR 1 BUSINESS ESSENTIALS

CODE	Titles	US Credits	ECTS Credits
GEN309	Global and Cultural Awareness	3	5
DIG205	Digital Management Tools and AI Foundations	3	5
HBM206	Introduction to HR and Leadership	3	5
MAT211	Mathematics for Hospitality Business	3	5
FREN103 /GERM103	French Language 3/ German Language 3 (optional)	3	0
GEN360	Hospitality Business Ethics and Law	3	5
ECO101	Microeconomics for Hospitality Business Leaders	3	5
MKT207	Principles of Marketing	3	5
ACC234	Financial Accounting	3	5
FREN104 /GERM104	French Language 4/ German Language 4 (optional)	3	0
ECO102	Macroeconomics for the Tourism Industry	3	5
ACC344	Managerial Accounting	3	5
DEC215	Business Statistics	4	6,5
SPECIALIZATION ELECTIVE 1 (ONLY ONE OF THE FOLLOWING TWO COURSES)			
MKT225	Strategic Marketing and Branding	3	5
BUS212	Decision Analysis for Leaders	3	5
INT398	INTERNSHIP 2 (6 months)	6	10

YEAR 2 ADVANCED MANAGEMENT

CODE	Titles	US Credits	ECTS Credits
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CRM254	Customer Relationship Management	3	5
HTM358	Events Management	3	5
HBM342	ESG and Sustainable Leadership	3	5
SPECIALIZATION ELECTIVE 2 (ONLY ONE OF THE FOLLOWING TWO COURSES)			
DIG334	AI and Digital Transformation	3	5
FIN325	Financial Management	3	5
BUS211	Innovation: From Creativity to Entrepreneurship	3	5
IBS380	International Business for Leaders	3	5
HTM494	Service Operations Management	3	5
HTM320	Career Management	1	2
SPECIALIZATION ELECTIVE 3 (ONLY ONE OF THE FOLLOWING TWO COURSES)			
HBM491	Revenue and Distribution Management	3	5
FIN416	Entrepreneurial Finance	3	5
HBM381	Hospitality Leadership and Organizational Behavior	3	5
HBM432	Negotiation Skills	3	5
LUX482	Luxury Business Management	3	5
SPECIALIZATION ELECTIVE 4 (ONLY ONE OF THE FOLLOWING TWO COURSES)			
MKT483	Digital Marketing	3	5
HTM485	Business Planning and Pitching	3	5

YEAR 3

EXECUTIVE COMPETENCIES

CODE	Titles	US Credits	ECTS Credits
TOU327	Tourism Destination Management	3	5
DES427	Hospitality Experience Design	3	5
HBM495	Strategic Hotel Management	3	5
DIS401	Dissertation Preparation	1	2
SPECIALIZATION ELECTIVE 5 (ONLY ONE OF THE FOLLOWING TWO COURSES)			
BUS435	Business Intelligence and Data Analytics	3	5
HBM476	Boardroom Management and C-Suite	3	5
DIS402	Dissertation	15	25

Introduction to the Master of Science (MSc) in Leadership

The MSc in Leadership is offered on a full-time basis. The 60 ECTS of taught courses are delivered over 3 terms on campus (33 weeks) and a 30-ECTS Leadership and

Management Capstone (off campus) to be completed after term 3 within a maximum of 22 weeks (6 months).

Program Learning Outcomes for the Master of Science

Knowledge and understanding:

- Gain a deep understanding and expertise in leadership theories and practices across different types of organizations.
- Showcase mastery of strategic leadership by blending insights from various management-focused topics, such as HR, Operations Management, Finance, Strategic Management, and Marketing.
- Employ creative methods to address leadership hurdles by incorporating storytelling techniques.
- Foster an executive mindset that encompasses strategic planning, decision-making, and flexibility in ever-evolving business landscapes.
- Drive change initiatives with finesse by implementing excellent change management strategies and promoting an innovative culture within organizations.

Intellectual skills which enable students to:

- Critically interpret and evaluate information,
- Solve complex challenges and make decisions,
- Conduct research and assess theories, principles and concepts,
- Take responsibility for individual learning and professional development,
- Generate business ideas through analysis of information and creative thinking,
- Develop critical awareness and analytical skills necessary to succeed in management.

Subject-specific skills which will enable the student to:

- Use business modeling tools and frameworks to dissect complex organizational challenges and devise practical solutions.
- Leverage AI and emerging technologies to propel organizational advancement and boost performance in the student's role as a leader.
- Demonstrate expertise in advanced leadership competencies like emotional intelligence, conflict resolution, and team synergy.
- Scrutinize ethical considerations when making leadership choices and craft plans to maintain integrity and transparency.
- Engage effectively with diverse stakeholders, fostering strong partnerships and steering sustainable business triumph through communication and collaboration.

Transferable skills which will enable the student to:

- Undertake employment and/ or start-up business and exercise initiative and personal responsibility,
- Communicate complex ideas or arguments effectively, both oral and written,
- Demonstrate responsibility for their own learning and continuing lifelong learning and personal development,
- Analyze numerical information within their business context, using appropriate techniques to judge, solve problems and make decisions: demonstrate numerical, quantitative and financial skills,
- Work individually and in groups: recognize and benefit from each member within group processes to negotiate, persuade or influence others.

Sustainability, ethical, and Responsible Skills:

- Demonstrate a comprehensive understanding of sustainability principles and apply them to business strategy, decision-making, and operations.
- Exhibit ethical leadership by making decisions that balance business objectives with the environmental, social, and economic well-being of stakeholders.
- Understand and apply corporate social responsibility (CSR) frameworks to enhance business reputation and foster long-term success.
- Foster innovation and entrepreneurship that prioritize sustainable development and create business opportunities that address environmental and social challenges.

Objective:

The MSc in Leadership focuses on developing the students' technical management abilities, improving their soft skills, and getting them to become real change-makers as expected in top-leading positions in the global business arena. Students will improve their skills with our advanced courses, seminars and certificates. Moreover, the students will develop their soft skills (such as Emotional Intelligence, Communication, Collaboration, Problem-Solving) thanks to our intensive experiential learning program, embedded in the coursework.

Structure:

The MSc in Leadership is offered on a full-time basis. The 60 ECTS of taught courses are delivered over 3 terms full-time on campus (33 weeks) and a 30-ECTS Leadership and Management Capstone (off campus) to be completed after term 3 within a maximum of 22 weeks (6 months). On Term 3, students will select one of the following specializations:

- Hospitality and Tourism
- Finance and Wealth Management
- Luxury Brand Management

Course listings for the Master of Science

Term 1

CODE	Titles	US Credits	ECTS Credits
LEA510	Leading People and Organizations	3	5
MKT523	Strategic Marketing	3	5
OPS512	Processes and Operations Management	3	5
FIN522	Corporate Finance	3	5
Experiential Learning			
PRA501	Harvard Business Publishing Leadership Certificate Seminar	-	-
PRA502	Team-Building Workshop	-	-
PRA503	Leading in Remote Environments and the Digital World Masterclass	-	-

Term 2

CODE	Titles	US Credits	ECTS Credits
LEA513	Leadership and Ethics	3	5
PRS511	Presentation Skills and Storytelling	3	5
LEA530	Leadership for Change and Innovation	3	5
MGT532	Global Strategic Management	3	5
Experiential Learning			
PRA504	C-Suite & Boardroom Workshop	-	-
PRA505	Negotiation Skills in the Global Business Arena Seminar	-	-
PRA506	Networking and Alliances Masterclass	-	-

Term 3

CODE	Titles	US Credits	ECTS Credits
*	Specialization Course 1	3	5
*	Specialization Course 2	3	5
*	Specialization Course 3	3	5
LEA534	Leadership in Practice (Case-based)	3	5
Experiential Learning			
PRA507	Global Leadership Retreat	-	-

PRA508	Project Management Special Program	-	-
PRA509	Equine Leadership Workshop	-	-
PRA510	Business Valuation Masterclass	-	-

Specialization in Hospitality and Tourism

CODE	Titles	US Credits	ECTS Credits
HOS531	Service Excellence	3	5
HOS532	Strategic Operations in Hospitality and Tourism	3	5
HOS533	Trends and Sustainability in Hospitality and Tourism	3	5

Specialization in Finance and Wealth Management

CODE	Titles	US Credits	ECTS Credits
FIN531	Investment and Portfolio Management	3	5
FIN532	Wealth Management and Financial Planning	3	5
FIN533	Real Estate Finance and Investment	3	5

Specialization in Luxury Brand Management

CODE	Titles	US Credits	ECTS Credits
LUX531	Luxury Brand Strategy	3	5
LUX532	Consumer Behavior in Luxury Markets	3	5
LUX533	Digital Transformation and E-commerce in Luxury	3	5

Terms 4/5

CODE	Titles	US Credits	ECTS Credits
LEA599	Leadership and Management Capstone	18	30
	GLOBAL INTERNSHIP (6 months) OPT	-	-

Course Descriptions for the Bachelor of Science (Intake until July 2026)

Industry Immersion Year – HOSPITALITY FUNDAMENTALS

HTM131 Introduction to Hospitality and Tourism Management: This course is designed to introduce students to the exciting and diverse field of hospitality providing and overview of the major industry segments and the interdependent relationships that exist between these segments and the tourism industry. Students will also discover a wide range of diverse hospitality management career opportunities, and explore the quantities and behaviors considered to be essential of managers within the hospitality industry. (0 ECTS, 3 US Credits)

DLS205 Personal Development and Life Skills: This course focuses specifically on interpersonal communication and life skills, using engagement and reflection to develop self-awareness and self-management. Students will practice with various tools to be present, to accept their thoughts & feelings, and to take effective action based on their values. They will reflect on and document these experiences in a portfolio developed over the term. (0 ECTS, 3 US Credits)

HTM152 Customer Service Mindset: The essence of hospitality lies within hosts that are hospitable, refined and confident. Using an experiential-based pedagogy, students engaged in role-plays and participatory exercises based on practical workplace scenarios to shape mindsets and behaviors. The knowledge and skills to show true hospitality to your customers by showing WARMTH in your customer interaction – being Welcoming, Authentic, Respectful, Mindful, Trustworthy and Helpful. (0 ECTS, 3 US Credits)

HTM182 Introduction to Industry Experience: This course equips students with the necessary skills to succeed in the workplace. Students develop interviews, job search, and communication skills, build self-confidence, and learn to comport themselves in a professional manner appropriate to hospitality industry standards. Students will prepare to optimize their internships, in Switzerland or abroad, as well as to foster their future career advancement, development, and self-improvement. (0 ECTS, 1 US Credit)

CUL101 Culinary Fundamentals: This immersive course is a culinary odyssey, introducing students to the essential techniques, principles, and artistry that form the foundation of gastronomic mastery. From knife skills and basic cooking methods to ingredient selection and flavor profiling, participants will embark on a hands-on culinary journey, honing their skills in state-of-the-art kitchens under the guidance of professional chefs. Students will not only master the basics of culinary craftsmanship but also develop a comprehensive understanding of the cultural, historical, and contemporary influences shaping the culinary landscape. (0 ECTS, 3 US Credits)

FREN101/GERM101 French 1 or German 1: Introduction to the basic elements of the language with a focus on culinary/ hospitality contexts. Students will learn to understand and use basic phrases, read simple texts, engage in basic conversations, and write brief texts related to daily situations. (0 ECTS, 3 US Credits)

HTM112 Restaurant Service and Management: This course has been designed to allow students to perform effectively and efficiently within food service operations. To do this consistently, students are provided with theoretical as well as practical training. The course is delivered and assessed in conjunction with other professional courses including Wine and Beverage Management. (0 ECTS, 3 US Credits)

HTM178 Leadership Coaching: Embark on a transformative journey of personal and professional growth with our Leadership Coaching course. Through a blend of theoretical frameworks, practical exercises, and case studies, students will explore leadership styles, communication strategies, and emotional intelligence, fostering a deep understanding of how to unlock their full potential. With a focus on self-awareness and interpersonal dynamics, this course not only cultivates coaching expertise but also instills the principles of ethical leadership, creating a roadmap for students to excel as transformative leaders in today's dynamic and collaborative work environments. (0 ECTS, 1 US Credit)

HTM235 Hotel Operations: This course delves into the intricacies of hotel operations, with a specialized focus on front desk operations, housekeeping, and rooms division. Students will gain an understanding of the pivotal roles these departments play in delivering exceptional guest experiences. Students will learn the art of efficient front desk operations, meticulous housekeeping practices, and the seamless coordination of rooms division. With an emphasis on industry best practices, technology integration, and customer service excellence, this course equips students with the skills and knowledge essential for success in hotel operations. (0 ECTS, 3 US Credits)

HTM350 Wine & Beverage Management: This course explains and examines the making and service aspects of alcoholic, non-alcoholic beverages, and the basic understanding of how the beverage department of a large hotel is organized. In addition, students will learn about wine history, viniculture and viticulture geography, grape varieties, wine making techniques, the storing and service of wine, beverages and cigars and be exposed to wine appreciation to acquire the knowledge to recognize quality beverage and identify attributes that will allow customers appreciation. (0 ECTS, 3 US Credits)

MIS150 Management Information Systems: This course introduces students to contemporary information systems and demonstrates how these systems are used throughout organizations. The focus is on the key components of information systems - people, software, hardware, data, and telecommunications, and how these components can be integrated and managed to create competitive advantage. Students also gain hands-on experience with several business applications. Topics such as the Internet, business data analysis, and database management are covered, and how the business software tools commonly applied in these domains are used. As a result,

students obtain valuable information technology knowledge and skills for success in all areas of business. (0 ECTS, 3 US Credits)

FREN102/GERM102 French 2 or German 2: Prerequisite: FREN101 / GERM101. This course deepens language grammatical and vocabulary skills, focusing on preparation for the professional world (and a possible Hospitality internship). Students will learn to understand key phrases, read simple texts, communicate in service interactions, and write basic descriptions using industry-specific vocabulary. (0 ECTS, 3 US Credits)

INT198 Internship I: Students are required to complete an internship in a hotel or restaurant of international standard for a period of 6 months. Successful completion of this course requires the submission of the relevant reports, employer evaluations, and work certificate as detailed in the Internship Handbook. (0 ECTS, 6 US Credits)

Year 1 – BUSINESS ESSENTIALS

GEN309 Cultural Diversity in Organizations: this course goes beyond mere cultural appreciation, delving into the intricacies of effective communication, collaboration, and adaptation across diverse cultural landscapes. From recognizing cultural nuances and communication styles to fostering inclusive environments, students will emerge with an appreciation for diversity and the ability to navigate cultural differences with respect and adaptability. This course empowers students to become culturally astute and adaptable global citizens, ready to succeed in an interconnected and diverse society. (5 ECTS, 3 US Credits)

ENG101 Business Writing: Students will learn the conventions of academic writing and how to use sources. This course is portfolio-based. Students must revise at least 20 pages of their writing for a portfolio. The portfolio must also include a reflective letter that articulates the revisions made. Students will develop the skills to both interpret and write documents with the correct tone and structure. (5 ECTS, 3 US Credits)

ECO101 Microeconomics for Hospitality Managers: A solid understanding of the broad economic environment is a necessary prelude to successful management. This course analyses how economic systems function and how they relate to broad social realities. It seeks to cover the fundamentals of economics, basic elements and applications of supply and demand, different market structures and reasons for and the nature of government intervention in the economy. (5 ECTS, 3 US Credits)

MAT211 Mathematics for Hospitality Business: In this course students learn a variety of mathematical concepts and procedures and apply them to business and hospitality situations. Topics include linear equations and inequalities; assorted matrix operations; solving systems of equations and inequalities using Gauss-Jordan and Simplex Methods; and sets, counting, and probability. The knowledge and skill sets

learned in this course will be useful to students in their later studies and throughout their hospitality careers. (5 ECTS, 3 US Credits)

FREN103/GERM103 French 3 or German 3: Prerequisite: FREN102 / GERM102. Optional and subject to availability (min 8 students). The course focuses on enhancing language proficiency for more complex tasks in professional settings. Students will improve their ability to understand instructions, interpret texts, communicate work experiences, and produce well-structured written content, using advanced grammar and vocabulary and relevant to the industry. (0 ECTS, 3 US Credits, optimal)

GEN360 Hospitality Business Ethics: Questions of professional ethics lend themselves to analysis from multiple perspectives and dimensions. For example, while individuals make decisions, decision-making occurs within a context. In a work setting, decision-making occurs within the culture of a particular organization, profession, or field. On an individual basis, decisions can be analyzed in relation to such things as theories of moral development and emotional intelligence as well as from the perspective of the development of critical thinking skills. Using case studies and contemporary issues, this course examines professional ethics from such perspectives and dimensions. (5 ECTS, 3 US Credits)

ECO102 Macroeconomics for the Tourism Industry: Upon completion of this course, the student should understand and be familiar with how the economy operates in a market-oriented country, with the emphasis on government policy impacts. (5 ECTS, 3 US Credits)

ART202 Hotel & Restaurant Design: This course is designed to introduce students to the concept of the interior design environment, understand how design changes over time representing different international environments and cultures, the influence that humankind has on shaping its own environment and the interrelationship that exists between design, and the travel and tourism industry. (5 ECTS, 3 US Credits)

ACC234 Financial Accounting: The purpose of the course is to provide the students with the theoretical concepts and analytical tools related to the recording of the financial transactions of a firm. It starts with the generally accepted accounting principles and continues with the accounting cycle, at the end of a period. The elements of the accounting equation will be then seen in detail. The course focuses also on the recording of the transactions and their interpretation. (5 ECTS, 3 US Credits)

FREN104/GERM104 French 4 or German 4: Prerequisite: FREN103 / GERM103. Optional and subject to availability (min 8 students). This course develops advanced language skills suitable for the hospitality industries, focusing on dealing and improving guest/customers' service. Students will enhance their understanding of more complex industry topics, interact fluently in various service scenarios, and analyze and write more detailed texts. (0 ECTS, 3 US Credits, optional)

LAW201 Hospitality and Tourism Law: This course is designed to provide students with the knowledge and understanding of the laws and regulations affecting the hospitality industry and to develop in students an awareness of how managers of today need to understand the law including the preventative measures available to avoid costly legal problems. The course will include an introduction to the law of contracts, torts and bailment issues as those relate to the travel and tourism industry. (5 ECTS, 3 US Credits)

ACC344 Managerial Accounting: Prerequisite: ACC234. This course is based on information provided by the financial statements and other sources of information and introduces more analytical tools that help the decision-making process. Managerial Accounting continues the material already started in Financial Accounting, with the cost management, the CVP approach to decisions, operations budgeting, cash flow and management and capital budgeting. The course pays attention to analytical thinking. (5 ECTS, 3 US Credits)

GEN353 International Politics: This course offers an introduction to the theories of international politics and the salient issues involving conflict and cooperation in our world. The topics of this course will include the major theoretical approaches in the field; the struggle to understand the role of power and diplomacy among nations; the impact of macroeconomics, military force, nuclear weapons, international law and intergovernmental organizations on foreign policy; and the relationship of moral values such as just war principles and the collective development of empathy and compassion. (5 ECTS, 3 US Credits)

DEC215 Business Statistics: This course provides the statistical knowledge and skills that hospitality managers require. It introduces the basic language, concepts, and methods of statistics, exploring both descriptive and inferential statistics, using examples from business and hospitality management. Data collection, organization analysis, interpretation and presentation will be covered in terms of conceptual understanding and practical application. (6.5 ECTS, 4 US Credits)

FREN105/GERM105 French 5 or German 5: Prerequisite: FREN104 / GERM104. Optional and subject to availability (min 8 students). The course advances language proficiency in more complex social and professional contexts, focusing on professional communication and reporting. Students will enhance their ability to understand complex spoken instructions and written texts, communicate fluently in diverse situations, and refine their writing skills to produce structured texts on complex topics, using appropriate grammar and industry-specific vocabulary. (0 ECTS, 3 US Credits, optional)

INT398 Internship II: Students are required to complete a second internship in a hotel or restaurant of international standard for a period of 6 months (minimum 640 hours). This internship may be completed in Switzerland or abroad. It is envisaged that the

student will work in a different department from the first internship and be capable of supervisory responsibilities by the end of the 6-month period. Successful completion of this course requires the submission of the relevant reports, employer evaluations, and work certificate as detailed in the Internship Handbook. (10 ECTS, 6 US Credits)

Year 2 – ADVANCED MANAGEMENT

BUS211 Innovation: from Creativity to Entrepreneurship: Prerequisite: HTM182.

This course is designed to address the main challenges and opportunities of using various managerial approaches to explore three key business contemporary issues: (1) ethics value foundations, (2) team and group dynamics, and (3) innovation creation and implementation. This course attempts to prepare students to make business decisions ethically, manage team and group dynamics, and take a critical approach to the growth of competition, understand the advancement of technology and innovation creation. (5 ECTS, 3 US Credits)

HTM358 Food, Beverage and Events Management: This course offers the student a comprehensive understanding of contemporary food and beverage management from a systems management approach. Students learn basic control systems and concepts relating to the areas of food production, labor costs and other operating expenses, menu pricing and bar and beverage management principles. It also focuses on cost-volume profit analyses. At the end of this course students will be able to accomplish the most cost-effective functions that take place in a restaurant. Students also can practically apply their knowledge in a real service environment, and they learn how to plan and run shifts and how to train, instruct, lead, observe and evaluate F&B service staff. (5 ECTS, 3 US Credits)

TOU325 International Tourism: The course examines the social relations, cultural practices, and economic realities animating tourism globally. The course aims to familiarize students with the interrelated historic, social, cultural and political foundations of tourism by engaging with recent scholarship in anthropology, sociology, cultural studies and tourism studies. This course examines issues such as: Cultural sustainability, ecotourism, indigenous and community-inclusive tourism, cultural sites, authenticity and tourist economies. We will explore these themes globally to see how they affect the range of practitioners from local tourist operators to the natural environment, to those oppressed. (5 ECTS, 3 US Credits)

FIN325 Financial Management: Pre-requisites: ACC344, ECO101. There are three main tasks faced by financial managers of a corporation in the hospitality field: what long-term investments to make, how to finance these investments, and how to manage the short-term assets of the corporation. In this course, the focus is set on the first two tasks: introducing the time value of money and learning how future cash flows are valued and compared and to see how the valuation principles are applied in investment decisions. In this course students discuss the relation between risk and return in

financial markets and talk about the importance of financing methods. After this course, the student will understand how financial assets are valued by investors and be one step closer to starting a career in the hospitality business world. (5 ECTS, 3 US Credits)

MKT360 Hospitality Marketing: This course is designed to give students a broad exposure to the principles of marketing, from both a theoretical and managerial perspective. As an introductory course, its aim is to make students aware of the terminology, concepts, strategies, and techniques that are part of the world of marketing. (5 ECTS, 3 US Credits)

BUS212 Decision Analysis for Entrepreneurs: This course is designed to help students make theory-based and data-driven decisions, use spreadsheets to analyze data, communicate information, and solve problems. Learn the principles and techniques of representing data visually in graphs, charts, and diagrams. It will also help students in communicating data-based results effectively; skeptical interpretation of visually represented findings when making decisions. (5 ECTS, 3 US Credits)

HBM491 Revenue Management: This course presents revenue management and managerial accounting concepts and explains how they apply to specific operations within the hospitality industry. It is designed to improve students' critical thinking skills relative to hospitality revenue management and financial management, and assist students to understand, analyze, synthesize and communicate operational and financial information obtained from hotel financial statements, operating statements and other sources. (5 ECTS, 3 US Credits)

IBS380 International Business and Entrepreneurship: As the nations of the world become increasingly interdependent it is necessary that we understand what role business plays and how it affects and is affected by cultural, political, and economic systems. The primary goal of this course is to familiarize students with some of the basic components and concepts of international business and how they affect the conduct of business both domestically and internationally. A further goal is to help students develop the analytical and decision-making skills that are a fundamental part of successful business practice. Effective communication is central to good management and, consequently, an additional goal is to assist students in acquiring or improving their verbal and written communication skills. (5 ECTS, 3 US Credits)

MGT450 Human Resource Management: This course introduces the area of Human Resource Management. It provides students with the information on how to best recruit, select, train, develop and reward employees, as well as develop skills necessary on how to critically evaluate Human Resource practices. (5 ECTS, 3 US Credits)

ENG402 Business Start-Up 1: Students will be introduced to the fundamental concepts of entrepreneurship, including the entrepreneurial mindset, identifying

opportunities, and understanding the start-up ecosystem. They will explore real-world examples and case studies to inspire their entrepreneurial journey. They will learn techniques for conducting market research and identifying target customer .and learn how to develop a compelling value proposition that addresses customer needs and differentiates their venture from competitors. (5 ECTS, 3 US Credits)

PSY350 Social Psychology of Hospitality: This course will introduce the field of social psychology. It will enable you to understand how a person navigates through the social world. Social psychology is the study of the nature and causes of individual behavior, emotions, and thought in social situations. Principles of social psychology affect many aspects of our everyday lives. For example, we will study the psychology of interpersonal/romantic relationships, court cases, prejudice, aggression, among other topics. (5 ECTS, 3 US Credits)

HTM494 Service Operations Management: The intent of this unit is to provide students with the concepts and tools necessary to manage a service operation effectively in a challenging business environment. The course is also designed to provide entrepreneurially inclined students with the foundation to open their own service businesses. This unit has been designed to allow students to develop an understanding and critical evaluation of management aspects in service operations. Students will be introduced to relevant theories and concepts dealing with service operations management. Besides theoretical aspects, students will be introduced to practical applications in the context of Tourism, Hospitality and Food & Beverage operations. (5 ECTS, 3 US Credits)

HTM320 Career Management: This course will assist the student in developing their own five- year career plan, with specific goals and visions for their personal career path, including techniques on how to achieve these goals. It will also look at the use of different communication tools, personal tests and references as well as tips on networking and the use of social media. In general, it will equip the students with tools that will strengthen their competitiveness when seeking employment. (2 ECTS, 1 US Credits)

Year 3 – EXECUTIVE COMPETENCIES

HBM381 Hospitality Leadership and Organizational Behavior: This course is designed to deepen your knowledge of organizational behavior from an individual, group, and organizational perspective; and to encourage you to reflect on and apply this knowledge in ways that will enhance your abilities as a manager. Specific learning objectives include Describe current research in organizational behavior and identify how it can be applied to workplace settings, understand how application of OB frameworks, tools, and concepts can enhance individual, group, and organizational effectiveness; reflect on your own beliefs, assumptions and behaviors with respect to

how individuals, groups and organizations act in order to expand your approaches and increase your own organizational effectiveness. (5 ECTS, 3 US Credits)

HTM485 Business Start-Up 2: Continuing from the Business Start-Up 1, this course is a practical approach to business plan development. The student will learn business idea generation strategies; analytical procedures, business plan components, financial planning requirements, and improve presentation skills. The course is designed around a team-based approach to business plan evaluation, development, and investment quality presentation. (5 ECTS, 3 US Credits)

HBM495 Strategic Hotel Management: This capstone course is designed to help students develop analytical and critical thinking skills by providing a project environment through which students practice and integrate skills and knowledge they have learned throughout their degree program. This course is specifically designed to help students develop problem identification, problem prioritizing, and problem-solving skills, specifically the development of skills to understand and apply the cause-and-effect relationships between performance measures and their causes. (5 ECTS, 3 US Credits)

LUX482 Luxury Business Management in Hospitality & Tourism: This course offers an exploration of the unique dynamics of managing luxury experiences within the context of the hospitality and tourism industries. Students will gain a deep understanding of luxury market trends, consumer behavior, and the specific challenges and opportunities associated with managing high-end properties, services, and events. Through a blend of theoretical insights and practical case studies, students will develop the skills needed to navigate brand positioning, marketing strategies, and maintaining the highest standards of quality and exclusivity. (5 ECTS, 3 US Credits)

DIS401 Dissertation Preparation: This course preparation, as its name indicates, prepares students for their large-scale research project. It will address how to plan for a long-term research project, helping students to create reasonable deadlines, and conduct efficient research. (2 ECTS, 1 US Credits)

DIS402 Dissertation: This course is designed as a major piece of individual work that allows students the opportunity to conduct an in-depth investigation into an issue or problem derived from their previous courses. It will consolidate their knowledge and understanding, intellectual, subject and transferable skills as identified in the program outcomes. The course allows students to critically analyze a theory or applied issue with rigor and demonstrates their continuing professional development that underpins the specific discipline. It signifies a greater intensity of career development required to engage in related discipline tasks. (25 ECTS, 15 US Credits)

Course Descriptions for the Bachelor of Science (Intakes from October 2026)

Industry Immersion Year – HOSPITALITY FUNDAMENTALS

HTM131 Introduction to Hospitality Business Management: This course is designed to introduce students to the exciting and diverse field of hospitality providing an overview of the major industry segments and the interdependent relationships that exist between these segments and the tourism industry. Students will also discover a wide range of diverse hospitality management career opportunities, and explore the qualities and behaviors considered to be essential of managers within the hospitality industry. (0 ECTS, 3 US Credits)

ENG101 Business Communications: This course equips students with the necessary skills to succeed in the workplace. Students develop interviews, job search, and communication skills, build self-confidence, and learn to comport themselves in a professional manner appropriate to hospitality industry standards. Students will also learn the conventions of academic writing and how to use sources. This course is portfolio-based. Students must revise at least 20 pages of their writing for a portfolio. The portfolio must also include a reflective letter that articulates the revisions made. Students will develop the skills to both interpret and write documents with the correct tone and structure. (0 ECTS, 4 US Credits)

HTM152 Customer Service Mindset: The essence of hospitality lies within hosts that are hospitable, refined and confident. Using an experiential-based pedagogy, students engaged in role-plays and participatory exercises based on practical workplace scenarios to shape mindsets and behaviors. The knowledge and skills to show true hospitality to your customers by showing WARMTH in your customer interaction – being Welcoming, Authentic, Respectful, Mindful, Trustworthy and Helpful. (0 ECTS, 3 US Credits)

CUL101 Culinary Fundamentals: This immersive course is a culinary odyssey, introducing students to the essential techniques, principles, and artistry that form the foundation of gastronomic mastery. From knife skills and basic cooking methods to ingredient selection and flavor profiling, participants will embark on a hands-on culinary journey, honing their skills in state-of-the-art kitchens under the guidance of professional chefs. Students will not only master the basics of culinary craftsmanship but also develop a comprehensive understanding of the cultural, historical, and contemporary influences shaping the culinary landscape. (0 ECTS, 3 US Credits)

FREN101/GERM101 French 1 or German 1: Introduction to the basic elements of the language with a focus on culinary/ hospitality contexts. Students will learn to understand and use basic phrases, read simple texts, engage in basic conversations, and write brief texts related to daily situations. (0 ECTS, 3 US Credits)

HTM112 Food and Beverage Systems and Operations: This course has been designed to allow students to perform effectively and efficiently within food service operations. To do this consistently, students are provided with theoretical as well as practical training. The course is delivered and assessed in conjunction with other professional courses including Wine and Beverage Management. (0 ECTS, 3 US Credits)

DLS205 Personal Development and Leadership Skills: This course focuses specifically on interpersonal communication and life skills, using engagement and reflection to develop self-awareness and self-management. Students will practice with various tools to be present, to accept their thoughts & feelings, and to take effective action based on their values. They will reflect on and document these experiences in a portfolio developed over the term. Additionally, they will embark on a transformative journey of personal and professional growth. Through a blend of theoretical frameworks, practical exercises, and case studies, students will explore leadership styles, communication strategies, and emotional intelligence, fostering a deep understanding of how to unlock their full potential. (0 ECTS, 4 US Credits)

HTM256 Rooms Division Operations: This course delves into the intricacies of hotel operations, with a specialized focus on front desk operations, housekeeping, and rooms division. Students will gain an understanding of the pivotal roles these departments play in delivering exceptional guest experiences. Students will learn the art of efficient front desk operations, meticulous housekeeping practices, and the seamless coordination of rooms division. With an emphasis on industry best practices, technology integration, and customer service excellence, this course equips students with the skills and knowledge essential for success in hotel operations. (0 ECTS, 3 US Credits)

HTM350 Wine & Beverage Management: This course explains and examines the making and service aspects of alcoholic, non-alcoholic beverages, and the basic understanding of how the beverage department of a large hotel is organized. In addition, students will learn about wine history, viniculture and viticulture geography, grape varieties, wine making techniques, the storing and service of wine, beverages and cigars and be exposed to wine appreciation to acquire the knowledge to recognize quality beverage and identify attributes that will allow customers appreciation. (0 ECTS, 3 US Credits)

FREN102/GERM102 French 2 or German 2: Prerequisite: FREN101 / GERM101. This course deepens language grammatical and vocabulary skills, focusing on preparation for the professional world (and a possible Hospitality internship). Students will learn to understand key phrases, read simple texts, communicate in service interactions, and write basic descriptions using industry-specific vocabulary. (0 ECTS, 3 US Credits)

INT198 Internship I: Students are required to complete an internship in a hotel or restaurant of international standard for a period of 6 months. Successful completion of

this course requires the submission of the relevant reports, employer evaluations, and work certificate as detailed in the Internship Handbook. (0 ECTS, 6 US Credits)

Year 1 – BUSINESS ESSENTIALS

GEN309 Global and Cultural Awareness: This course goes beyond mere cultural appreciation, delving into the intricacies of effective communication, collaboration, and adaptation across diverse cultural landscapes. From recognizing cultural nuances and communication styles to fostering inclusive environments, students will emerge with an appreciation for diversity and the ability to navigate cultural differences with respect and adaptability. This course empowers students to become culturally astute and adaptable global citizens, ready to succeed in an interconnected and diverse society. (5 ECTS, 3 US Credits)

DIG205 Digital Management Tools and AI Foundations: This course introduces students to contemporary information systems and demonstrates how these systems are used throughout organizations. The focus is on the key components of information systems - people, software, hardware, data, and telecommunications, and how these components can be integrated and managed to create competitive advantage. Students also gain hands-on experience with several business applications, including Artificial Intelligence. Topics such as the Internet, business data analysis, AI applications and database management are covered, and how the business software tools commonly applied in these domains are used. (5 ECTS, 3 US Credits)

HBM206 Introduction to HR and Leadership: This course introduces the area of Human Resource Management and the principles of business leadership. It provides students with the information on how to best recruit, select, train, develop and reward employees, as well as develop skills necessary on how to critically evaluate Human Resource practices and to use them to successfully lead organizations. (5 ECTS, 3 US Credits)

MAT211 Mathematics for Hospitality Business: In this course students learn a variety of mathematical concepts and procedures and apply them to business and hospitality situations. Topics include linear equations and inequalities; assorted matrix operations; solving systems of equations and inequalities using Gauss-Jordan and Simplex Methods; and sets, counting, and probability. The knowledge and skill sets learned in this course will be useful to students in their later studies and throughout their hospitality careers. (5 ECTS, 3 US Credits)

FREN103/GERM103 French 3 or German 3: Prerequisite: FREN102 / GERM102. Optional and subject to availability (min 8 students). The course focuses on enhancing language proficiency for more complex tasks in professional settings. Students will improve their ability to understand instructions, interpret texts, communicate work

experiences, and produce well-structured written content, using advanced grammar and vocabulary and relevant to the industry. (0 ECTS, 3 US Credits, optimal)

GEN360 Hospitality Business Ethics and Law: This course is designed to provide students with the knowledge and understanding of ethical issues, laws and regulations affecting the hospitality industry and to develop in students an awareness of how managers of today need to understand ethics and law including the preventative measures available to avoid costly legal or reputation problems. The course will include an introduction to the law of contracts, torts, bailment issues, and ethical considerations, as those relate to the travel and tourism industry. Using case studies and contemporary issues, this course examines professional ethics and laws from different perspectives and dimensions. (5 ECTS, 3 US Credits)

ECO101 Microeconomics for Hospitality Leaders: A solid understanding of the broad economic environment is a necessary prelude to successful management. This course analyses how economic systems function and how they relate to broad social realities. It seeks to cover the fundamentals of economics, basic elements and applications of supply and demand, different market structures and reasons for and the nature of government intervention in the economy. (5 ECTS, 3 US Credits)

MKT207 Principles of Marketing: This course is designed to give students a broad exposure to the principles of marketing, from both a theoretical and managerial perspective. As an introductory course, its aim is to make students aware of the terminology, concepts, strategies, and techniques that are part of the world of marketing... (5 ECTS, 3 US Credits)

ACC234 Financial Accounting: The purpose of the course is to provide the students with the theoretical concepts and analytical tools related to the recording of the financial transactions of a firm. It starts with the generally accepted accounting principles and continues with the accounting cycle, at the end of a period. The elements of the accounting equation will be then seen in detail. The course focuses also on the recording of the transactions and their interpretation. (5 ECTS, 3 US Credits)

FREN104/GERM104 French 4 or German 4: Prerequisite: FREN103 / GERM103. Optional and subject to availability (min 8 students). This course develops advanced language skills suitable for the hospitality industries, focusing on dealing and improving guest/customers' service. Students will enhance their understanding of more complex industry topics, interact fluently in various service scenarios, and analyze and write more detailed texts. (0 ECTS, 3 US Credits, optional)

ECO102 Macroeconomics for the Tourism Industry: Upon completion of this course, the student should understand and be familiar with how the economy operates in a market-oriented country, with the emphasis on government policy impacts. (5 ECTS, 3 US Credits)

ACC344 Managerial Accounting: Prerequisite: ACC234. This course is based on information provided by the financial statements and other sources of information and introduces more analytical tools that help the decision-making process. Managerial Accounting continues the material already started in Financial Accounting, with cost management, the CVP approach to decisions, operations budgeting, cash flow and management and capital budgeting. The course pays attention to analytical thinking. (5 ECTS, 3 US Credits)

DEC215 Business Statistics: This course provides the statistical knowledge and skills that hospitality managers require. It introduces the basic language, concepts, and methods of statistics, exploring both descriptive and inferential statistics, using examples from business and hospitality management. Data collection, organization analysis, interpretation and presentation will be covered in terms of conceptual understanding and practical application. (6.5 ECTS, 4 US Credits)

Specialization Elective 1: MKT225 Strategic Marketing and Branding: Prerequisite: MKT207. This course enables students to identify a range of marketing and branding terms and tools, and the impact that these will have on the strategies to sell products and services. Students will evaluate the key elements of concept and strategy and begin to apply those in relation to the positioning and application of the component elements of the marketing mix. Through the effective use of marketing and branding tools, techniques and market research, they will be able to identify the needs and wants of the customer to deliver benefits to enhance their experience, which is a necessary outcome in the current business environment. (5 ECTS, 3 US Credits)

OR

Specialization Elective 1: BUS212 Decision Analysis for Leaders: This course is designed to help students make theory-based and data-driven decisions, use spreadsheets to analyze data, communicate information, and solve problems. Learn the principles and techniques of representing data visually in graphs, charts, and diagrams. It will also help students in communicating data-based results effectively; skeptical interpretation of visually represented findings when making decisions. (5 ECTS, 3 US Credits)

INT398 Internship II: Students are required to complete a second internship in a hotel or restaurant of international standard for a period of 6 months (minimum 640 hours). This internship may be completed in Switzerland or abroad. It is envisaged that the student will work in a different department from the first internship and be capable of supervisory responsibilities by the end of the 6-month period. Successful completion of this course requires the submission of the relevant reports, employer evaluations, and work certificate as detailed in the Internship Handbook. (10 ECTS, 6 US Credits)

Year 2 – ADVANCED MANAGEMENT

CRM254 Customer Relationship Management: This course gives students a practical introduction to Customer Relationship Management (CRM) and its role in building strong, long-term customer relationships. Students learn how organizations use customer data, segmentation, and analytics to acquire, engage, and retain customers. The course also explores key CRM technologies and how they support customer-centric strategies in different business settings. By applying real examples and simple frameworks, students develop the skills to understand customer needs and contribute to effective CRM practices in modern organizations. (5 ECTS, 3 US Credits)

HTM358 Events Management: This course is designed as a practical event that will integrate organizational skills, management techniques and knowledge to successfully plan and execute a hospitality event. Students will need to synthesize theory and professional practice into a range of processes and solutions and will use research techniques to further analyze customer expectations to create the ideal event environment. The team will manage and learn how to control the processes involved with the development, implementation, financial and operational procedures, and to execute the event within the guidelines provided. (5 ECTS, 3 US Credits)

HBM342 ESG and Sustainable Leadership: This course introduces students to the principles of Environmental, Social, and Governance (ESG) strategy and the role of sustainable leadership in shaping responsible, future-ready organizations. Students explore how global challenges, such as climate change, social equity, technological disruption, and evolving reporting standards, are reshaping expectations of modern leaders. The course equips students with practical tools for integrating ESG into organizational decision-making, engaging stakeholders, ensuring transparency, and fostering a culture of ethics and accountability. Through real-world frameworks and case insights, students learn to assess an organization's ESG performance and develop strategies that support long-term value creation and positive societal impact. (5 ECTS, 3 US Credits)

Specialization Elective 2: DIG334 AI and Digital Transformation: This course introduces students to how artificial intelligence and digital technologies are reshaping organizations and industries. Students learn the essentials of digital strategy, innovation, and change management, exploring how to align AI-driven initiatives with organizational goals, manage risks, and build the culture and capabilities needed for successful transformation. Using real-world examples and practical frameworks, the course equips students with the skills to assess digital opportunities, support organizational readiness, and contribute to long-term digital transformation efforts. (5 ECTS, 3 US Credits)

OR

Specialization Elective 2: FIN325 Financial Management: Pre-requisites: ACC344... There are three main tasks faced by financial managers of a corporation in the hospitality field: what long-term investments to make, how to finance these investments, and how to manage the short-term assets of the corporation. In this course, the focus is set on the first two tasks: introducing the time value of money and

learning how future cash flows are valued and compared and to see how the valuation principles are applied in investment decisions. In this course students discuss the relation between risk and return in financial markets and talk about the importance of financing methods. After this course, the student will understand how financial assets are valued by investors and be one step closer to starting a career in the hospitality business world. (5 ECTS, 3 US Credits)

IBS380 International Business for Leaders: As the nations of the world become increasingly interdependent it is necessary that we understand what role business plays and how it affects and is affected by cultural, political, and economic systems. The primary goal of this course is to familiarize students with some of the basic components and concepts of international business and how they affect the conduct of business both domestically and internationally. A further goal is to help students develop the analytical and decision-making skills that are a fundamental part of successful business practice. Effective communication is central to good management and, consequently, an additional goal is to assist students in acquiring or improving their verbal and written communication skills. (5 ECTS, 3 US Credits)

HTM494 Service Operations Management: The intent of this unit is to provide students with the concepts and tools necessary to manage a service operation effectively in a challenging business environment. The course is also designed to provide entrepreneurially inclined students with the foundation to open their own service businesses. This unit has been designed to allow students to develop an understanding and critical evaluation of management aspects in service operations. Students will be introduced to relevant theories and concepts dealing with service operations management. Besides theoretical aspects, students will be introduced to practical applications in the context of Tourism, Hospitality and Food & Beverage operations. (5 ECTS, 3 US Credits)

BUS211 Innovation: from Creativity to Entrepreneurship: Prerequisite: HTM182. This course is designed to address the main challenges and opportunities of using various managerial approaches to explore three key business contemporary issues: (1) ethics value foundations, (2) team and group dynamics, and (3) innovation creation and implementation. This course attempts to prepare students to make business decisions ethically, manage team and group dynamics, and take a critical approach to the growth of competition, understand the advancement of technology and innovation creation. (5 ECTS, 3 US Credits)

HTM320 Career Management: This course will assist the student in developing their own five- year career plan, with specific goals and visions for their personal career path, including techniques on how to achieve these goals. It will also look at the use of different communication tools, personal tests and references as well as tips on networking and the use of social media. In general, it will equip the students with tools that will strengthen their competitiveness when seeking employment. (2 ECTS, 1 US Credits)

Specialization Elective 3: HBM491 Revenue and Distribution Management: This course presents revenue management concepts and explains how they apply to specific operations within the hospitality industry and beyond. It is designed to improve students' critical thinking skills relative to hospitality revenue management and distribution management, and assist students to understand, analyze, synthesize and communicate operational and financial information obtained from hotel statements, operating documents and other sources. (5 ECTS, 3 US Credits)

OR

Specialization Elective 3: FIN416 Entrepreneurial Finance: Prerequisites: FIN325. This course develops a comprehensive understanding of the financial and transactional skills required to fund new businesses and established firms. It combines academic theory with practical insights into the challenges faced by entrepreneurs, venture capital investors, and private equity professionals. The course introduces analytical frameworks and techniques to evaluate high risk business opportunities and structure effective investment transactions. The course is designed for individuals interested in launching new ventures or pursuing careers in venture capital or private equity. (5 ECTS, 3 US Credits)

HBM381 Hospitality Leadership and Organizational Behavior: This course is designed to deepen your knowledge of organizational behavior from an individual, group, and organizational perspective; and to encourage you to reflect on and apply this knowledge in ways that will enhance your abilities as a manager. Specific learning objectives include Describe current research in organizational behavior and identify how it can be applied to workplace settings, understand how application of OB frameworks, tools, and concepts can enhance individual, group, and organizational effectiveness; reflect on your own beliefs, assumptions and behaviors with respect to how individuals, groups and organizations act in order to expand your approaches and increase your own organizational effectiveness. (5 ECTS, 3 US Credits)

HBM432 Negotiation Skills: This course builds the analytical and interpersonal skills needed to negotiate effectively in a wide range of professional and everyday situations. Students learn to set goals, prepare strategies, manage information, and navigate ethical dilemmas. Emphasis is placed on both distributive and integrative negotiation approaches, enabling students to identify interests, create mutual value, and craft satisfying agreements. The course also examines power dynamics, cultural differences, and communication techniques that shape negotiation outcomes. At the end of the course, students will develop the ability to negotiate ethically, confidently, and creatively across diverse contexts. (5 ECTS, 3 US Credits)

LUX482 Luxury Business Management: This course offers an exploration of the unique dynamics of managing luxury experiences within the context of the hospitality industry and beyond. Students will gain a deep understanding of luxury market trends, consumer behavior, and the specific challenges and opportunities associated with managing high-end properties, services, and events. Through a blend of theoretical insights and practical case studies, students will develop the skills needed to navigate

brand positioning, marketing strategies, and maintaining the highest standards of quality and exclusivity. (5 ECTS, 3 US Credits)

Specialization Elective 4: MKT483 Digital Marketing: This course presents a critical approach to the organizational challenges relating to digital marketing of products and services. Students will learn fundamental concepts of digital marketing and identify the interdisciplinary aspects encountered in the global hospitality industry and beyond. The course will investigate how digital media can impact an organization communications strategy and customer experience and apply principles of best practice. Students will learn and evaluate the approaches to digital marketing, its impact on organizations, and the digital plans and strategies in relation to global business. (5 ECTS, 3 US Credits)

OR

Specialization Elective 4: HTM485 Business Planning and Pitching: In this course, students will learn techniques for conducting market research and identifying target customers and learn how to develop a compelling value proposition that addresses customer needs and differentiates their venture from competitors. This course offers a practical approach to business plan development, where students will learn business idea generation strategies; analytical procedures, business plan components, financial planning requirements, and improve their presentation skills. The course is designed around a team-based approach to business plan evaluation, development, and investment quality presentation. (5 ECTS, 3 US Credits)

Year 3 – EXECUTIVE COMPETENCIES

TOU327 Tourism: Destination Management This course introduces students to the strategic management and marketing of tourism destinations, exploring how destinations are defined, developed, and sustained in a competitive global environment. Students examine key concepts such as destination lifecycle, stakeholder collaboration, sustainability, and the role of Destination Management Organizations (DMOs) in shaping tourism offerings and competitiveness. The course also covers tourism impacts, destination governance, financial and marketing challenges, and the design of strategies aligned with sustainable development goals. Through industry-informed examples and applied exercises, students learn to analyze destination performance, identify emerging trends, and develop effective, sustainable management and marketing strategies for diverse tourism contexts. (5 ECTS, 3 US Credits)

DES427 Hospitality Experience Design: This course is designed to introduce students to the concept of the interior design environment, understand how design changes over time representing different international environments and cultures, the influence that humankind has on shaping its own environment and the interrelationship that exists between design, and the travel and tourism industry. The importance of the overall experience design will be explained and applied during the course and its assessments. (5 ECTS, 3 US Credits)

HBM495 Strategic Hotel Management: This capstone course is designed to help students develop analytical and critical thinking skills by providing a project environment through which students practice and integrate skills and knowledge they have learned throughout their degree program. This course is specifically designed to help students develop problem identification, problem prioritizing, and problem-solving skills, specifically the development of skills to understand and apply the cause-and-effect relationships between performance measures and their causes. (5 ECTS, 3 US Credits)

DIS401 Dissertation Preparation: This course preparation, as its name indicates, prepares students for their large-scale research project. It will address how to plan for a long-term research project, helping students to create reasonable deadlines, and conduct efficient research. (2 ECTS, 1 US Credits)

Specialization Elective 5: BUS425 Business Intelligence and Data Analytics: This course provides students with a practical foundation in business intelligence and data analytics, focusing on how organizations use data to support evidence-based decision-making. Students develop skills in data analysis, statistical reasoning, database management, and core analytical techniques such as regression, clustering, decision trees, and text mining. The course also introduces machine learning concepts, data visualization, and the use of tools to interpret and communicate insights. Emphasis is placed on ethical data practices, critical thinking, and understanding the opportunities and limitations of analytical methods. (5 ECTS, 3 US Credits)

OR

Specialization Elective 5: HBM476 Boardroom Management and C-Suite: This course introduces final-year undergraduate students to the skills and mindset required for top-level organizational leadership. Designed for those aspiring to future executive and board roles, it provides a clear understanding of strategic decision-making, governance, and the dynamics of the boardroom. Through real-world case studies and practical frameworks, students will develop the confidence, insight, and leadership awareness needed to thrive in high-stakes executive environments and prepare for long-term career progression toward the C-suite. (5 ECTS, 3 US Credits)

DIS402 Dissertation: This course is designed as a major piece of individual work that allows students the opportunity to conduct an in-depth investigation into an issue or problem derived from their previous courses. It will consolidate their knowledge and understanding, intellectual, subject and transferable skills as identified in the program outcomes. The course allows students to critically analyze a theory or applied issue with rigor and demonstrates their continuing professional development that underpins the specific discipline. It signifies a greater intensity of career development required to engage in related discipline tasks. (25 ECTS, 15 US Credits)

Course Descriptions for the Master of Science

Term 1

LEA510 Leading People and Organizations: This course is designed to critically appraise and compare the human resource functions to make staffing decisions for the global hospitality and tourism industry. It will enable the students to acquire operational as well as strategic knowledge about human capital and to lead a business successfully. Students will assess strategies for leading, motivating and engaging the workforce across different cultures. This will require competency in undertaking such functions as marketing, finance, operations and competitor analysis, using human resources or developing new knowledge to create an understanding of the organizational processes and activities that impact on corporate leaders. (5 ECTS, 3 US)

FIN522 Corporate Finance: This course is designed to provide a critical understanding about the foundations of corporate finance. There will be an emphasis on applications vital for corporate leaders. Students will examine how individuals and organizations make financial decisions, and how those decisions might deviate from those predicted by traditional financial or economic theory. It will critically evaluate the concepts and tools of financial decision making and financial management and the application of financial analysis skills in the facilitation of strategic decision making. Students will evaluate business information and be able to analyze how investment and financial decisions interact to affect the value of the organization. (5 ECTS, 3 US)

OPS512 Processes and Operations Management: This course is designed to address the major operational and logistical matters involving both tactical and strategic implications for hospitality, tourism, and other service sector organizations. In the course, students will learn how well-structured operation strategies will lead to a set of consistent and rational leadership decisions and improve the overall organizational performance. Students will be introduced to relevant theories and concepts dealing with service operations management and processes. Through the course students will use and apply relevant qualitative, quantitative, and data-driven systems to evaluate operational performance and optimize the decision-making process. (5 ECTS, 3 US)

MKT523 Strategic Marketing: This course is designed to investigate current business trends in the marketing environment and how trends and events at the micro and macro level can affect industry and the effectiveness of strategies that marketers employ. Students will be able to critically evaluate what globalization means to the hospitality and tourism industry, and other sectors, and the changes that have resulted from the expansion of global business in a complex and changing marketplace. The environmental forces faced by marketers offer both opportunities and threats and can have a significant impact on strategic and tactical decisions made. Students will critically study the environment and consider how entrepreneurs can adopt and adapt their strategies to meet new market challenges and opportunities. (5 ECTS, 3 US)

Term 2

PRS511 Presentation Skills and Storytelling: This course is designed to equip students with the appropriate tools for the delivery of effective presentations. The course will include topics such as communication theory and practice, rhetoric, and principles of presentation practices. Students will learn to develop, organize, and deliver informative and persuasive presentations, focusing on both verbal and non-verbal communication. Moreover, the course will focus on the application of storytelling concepts to reach audiences more efficiently. Students will learn storytelling skills such as making up good stories, analyzing their audience and presentations from the perspective of storytelling, and applying the learned knowledge by practical presentations on different formats. (5 ECTS, 3 US)

LEA513 Leadership and Ethics: This course is designed to prepare innovative leaders for success in a business arena in which ethical considerations are more important than ever, from the perspective of firms and customers. The focus of the course is to deeply examine the topic of ethics in the workplace and the role of business leaders in promoting ethical conduct in their organizations. Ethical theory, current issues in organizational ethics, moral leadership and ethical practices, will be covered in the course through different tools, such as discussions, case studies, simulations, and individual and group research activities. (5 ECTS, 3 US)

LEA530 Leadership for Change and Innovation: This course is designed to address the main challenges and opportunities of using creativity and innovation to explore future competitive horizons within the global hospitality and tourism industry and other related sectors. Students will take a critical approach to the growth of competition, the advancement of technology and the necessity to achieve sustainable economies that are obliging organizations to innovate. These new strategies, action plans, processes and new ways for managing innovation and change may differ from classical business activities. Students will explore a range of tools, techniques, processes and examine the legal requirements to gain personal, professional and competitive advantage to formulate their ideas from a leadership perspective. (5 ECTS, 3 US)

MGT532 Global Strategic Management: This course is designed to help students develop analytical and critical thinking skills by providing a project environment through which students practice and integrate skills and knowledge learned during the program. Students will be equipped with analytical tools, frameworks, and the use of practical experience towards the effective formulation of strategies in multidisciplinary professional settings. This course is specifically focused on the students learning on how to effectively position their firms against market forces and to shape those forces as organizational advantages, while strengthening their market position. (5 ECTS, 3 US)

Term 3

LEA534 Leadership in Practice: This case-based course is designed to provide students with practical examples of the different perspectives, approaches, and

perspectives on leadership on a global and comprehensive scale. Every session a case study focusing on different aspects of leadership will be presented, analyzed, discussed, and assessed at an individual and group level. Case studies will include an array of organizations, from family-run businesses, start-ups, and SMEs to global corporations, operating in the hospitality and tourism industry and other service-related sectors. (5 ECTS, 3 US)

Specialization in Hospitality and Tourism

HOS531 Service Excellence: This course is designed to help students understand the philosophy and standards that define luxury service and to develop strategies for delivering exceptional guest experiences. Students will explore the principles of service excellence, including attention to detail, personalization, and emotional engagement, while applying these concepts in practical scenarios. The course emphasizes the integration of cultural awareness, operational precision, and leadership skills to create memorable experiences that exceed expectations. (5 ECTS, 3 US)

HOS532 Strategic Operations in Hospitality and Tourism: This course is designed to equip students with advanced management skills for high-end hospitality and tourism operations. Students will learn to integrate financial planning, marketing strategies, and operational innovation to optimize performance in high-end environments. The course emphasizes strategic decision-making, resource allocation, and the application of analytical frameworks to maintain competitiveness and profitability. (5 ECTS, 3 US)

HOS533 Trends and Sustainability in Hospitality and Tourism: This course is designed to help students analyze emerging trends shaping the hospitality and tourism industry, including personalization, experiential travel, and sustainable luxury practices. Students will explore how evolving consumer expectations and global sustainability standards influence strategic decisions and operational models. The course emphasizes innovation, ethical responsibility, and the integration of sustainable practices into high-end service environments. (5 ECTS, 3 US)

Specialization in Finance and Wealth Management

FIN531 Investment and Portfolio Management: Prerequisite FIN522. This course is designed to broaden, and selectively deepen students' understanding of finance, building on their existing knowledge of financial economics. It will examine empirical evidence on the behavior of stock prices, the extent to which financial markets are informationally efficient, portfolio management and performance evaluation, and elements of international finance. Students will explore asset pricing models, learn arbitrage pricing theory, and analyze different tests of market efficiency focusing on event studies and investment anomalies. Furthermore, students will learn how to

measure the performance of a portfolio manager and to attribute it to different types of skill. (5 ECTS, 3 US)

FIN532 Wealth Management and Financial Planning: This course is designed to provide students with a comprehensive understanding of strategies for managing personal and institutional wealth. Students will explore key principles of financial planning, including estate planning, tax-efficient investment structures, and long-term wealth preservation. The course emphasizes analytical tools, regulatory considerations, and practical approaches to building sustainable financial strategies. (5 ECTS, 3 US)

FIN533 Real Estate Finance and Investment: This course is designed to provide students with the analytical tools and practical knowledge required to evaluate real estate markets and investment opportunities. Students will learn key concepts in property valuation, financing structures, and portfolio diversification, while applying market analysis techniques to assess risk and return. The course emphasizes strategic decision-making and the integration of financial principles to optimize real estate investments. (5 ECTS, 3 US)

Specialization in Luxury Brand Management

LUX531 Luxury Brand Strategy: This course is designed to examine the strategic positioning of luxury brands and the elements that create enduring value in the high-end market. Students will explore brand identity, heritage, and storytelling techniques that resonate with affluent consumers, while analyzing frameworks for differentiation and long-term brand equity. The course emphasizes strategic decision-making, cultural relevance, and the integration of emotional engagement into brand narratives. (5 ECTS, 3 US)

LUX532 Consumer Behavior in Luxury Markets: This course is designed to analyze the psychological and emotional factors influencing consumer choices in the luxury segment. Students will explore motivations, buying habits, and loyalty drivers, applying behavioral theories to understand how perceptions of exclusivity and status shape purchasing decisions. The course emphasizes the role of cultural context, experiential value, and relationship marketing in fostering brand affinity. (5 ECTS, 3 US)

LUX533 Digital Transformation and E-commerce in Luxury: This course is designed to address the impact of digital innovation on luxury branding and retail experiences. Students will explore e-commerce strategies, social media engagement, and the integration of technology to enhance customer interaction and personalization. The module emphasizes the balance between digital accessibility and brand exclusivity, as well as the evolution of omnichannel experiences in luxury markets. (5 ECTS, 3 US)

Term 4 & 5

LEA599 Leadership and Management Capstone: This course is designed as a major piece of individual work to consolidate the knowledge acquired during the Master. Students will creatively and critically apply the approaches learned during the program to solve real-life leadership and managerial challenges. Students will need to integrate and use the main leadership concepts to critically analyze an applied issue or a selected organization and to offer relevant recommendations to address the observed challenges. (30 ECTS, 18 US)

INT590 Global Internship (Optional): Students interested in completing their program with an optional internship, either in Switzerland or Worldwide, will get the support of our dedicated Career Coaches to find the right placement (including Hotel Management Training Programs). Students who choose to perform an internship in Switzerland must prove an adequate professional level of either French or German. Successful completion of this course requires the submission of the relevant reports, employer evaluations, and work certificate as detailed in the Internship handbook. (6 months)

Experiential Learning: a selection of activities is offered during each term to complement the academic classes

PRA501 Harvard Business Publishing Leadership Certificate Seminar: Students will be coached by one of our lecturers while they embark on this online education process curated by Harvard Business Publishing. The Leadership package includes 6 different courses, on Leading People, Delegating, Change Management, Coaching, Team Management, and Strategic Thinking. After successful completion of the courses, students will receive a digital certificate from Harvard Business Publishing. (12 hours)

PRA502 Team-Building Workshop: This workshop provides a comprehensive insight into the importance of teams in organizations. Practical activities will allow students to master the team-building process and activities, team design and development, participation enhancement, conflict resolution and other topics crucial to ensure teams' success in various business scenarios. (8 hours)

PRA503 Leading in Remote Environments and the Digital World Masterclass: This seminar will teach students the practices and capabilities to lead a remote team successfully, through effective communication and collaboration and the appropriate use of digital tools. The knowledge and skills learning will allow students to guarantee and enhance team productivity in situations in which team members are geographically dispersed, a common case in today's professional environment. (10 hours)

PRA504 C-Suite & Boardroom Workshop: This intensive workshop is designed for future high-level strategic decision-makers who aspire to operate with influence and integrity at the highest levels of organizational leadership. It equips participants with the strategic insight, boardroom acumen, and leadership mastery required to lead from the top. The workshop is grounded in real-world executive challenges, and students will develop not only a robust understanding of senior leadership and governance but also the executive mindset essential for enduring influence. (6 hours)

PRA505 Negotiation Skills in the Global Business Arena Seminar: This seminar will provide students with hands-on experience to enhance their negotiation skills in different types of situations and different levels of complexity, through the use of case studies, discussions, role-playing, and simulations. (10 hours)

PRA506 Networking and Alliances Masterclass: A series of sessions in which students will learn the importance of networking and the tools needed for its successful accomplishment. The sessions will also focus on the intricacies related to cooperative relationships in organizations such as joint ventures, alliances, and business ecosystems as strategies for competitive advantage and value creation. (12 hours)

PRA507 Global Leadership Retreat: A 4-day business trip to a European destination, in which students will experience unique insider visits of global organizations within the hospitality industry and beyond. The retreat will include meetings and sessions with leaders and visionaries from various industries, together with teambuilding and leadership skills developing activities with cultural links to each of the destinations visited.

PRA508 Project Management Special Program (with Professional Certificate): Our dedicated lecturer will support and guide students while they complete their online course on Project Management. Face-to-face sessions will help summarize and clarify the materials offered in the online platform. Upon successful completion of the course, students will earn an employer-recognized professional certificate. (12 hours)

PRA509 Equine Leadership Workshop: Groundwork exercises with horses focused on leadership skills, supported by a guided process of reflection and practice in order to embed changes. Development of self-mastery to impact others differently when acting as leader. (e.g., emotions, confidence, focus). (6 hours)

PRA510 Business Valuation Masterclass: These sessions will focus on the key techniques and methods used for business valuation in the different industries. Topics such as financial statement analysis, value cash flows, firm valuation, and value creation capabilities are covered via case studies and simulations. (10 hours)

IMPORTANT NOTICE

Cesar Ritz Colleges reserves the right to modify the content of the present document. Enrolled students are encouraged to consult the e-learning platform for detailed and updated information regarding the available courses, including course objectives and assessment modalities.

Industry Immersion Year Overview

Approving Authority:	Academic Committee	Contact:	Dean
Related Document:	Admissions Policy Academic Program Guide	Version no:	3
Last review Date:	27 March 2026	Next Review Date:	Summer 2027

Purpose & Structure

The Industry Immersion Year (IY) at César Ritz Colleges Switzerland is a foundational year of practical training that ensures students develop the essential professional competencies and knowledge required for a career in hospitality. As mandated by the Law on the Promotion and Coordination of Universities (LEHE), students must first complete and pass a year of professional work experience before commencing their academic studies.

This Industry Immersion Year is specifically designed for students who do not have prior professional experience in the hospitality industry and serves as a prerequisite for entry into the bachelor's in hospitality business management. By integrating practical experience, industry professionalism, foundational knowledge, and career readiness, this program equips students with the essential competencies required to successfully transition into the Bachelor program and the hospitality industry at large.

The IY is composed of two distinct parts:

1. First 6 months: On-campus introductory-level and practically focused learning across key hospitality departments.
2. Second 6 months: An internship in a hospitality-related establishment.

By embedding real-world experience and industry-relevant education, the IY ensures that students enter the Bachelor program with a strong foundation in hospitality operation.

Term 1 & 2: Practical Learning

During term 1 and 2 (6 months), students learn industry basics and undergo practical, on campus training. This phase prepares them for their internship and provides them with essential industry skills.

Key Learning:

- Culinary Arts: Hands-on training in professional kitchen labs.
- Fine Dining & Service: Live service training in the campus fine-dining restaurant.

- Hotel Operations and Rooms Division Operations: Practical housekeeping and front desk simulations.
- Leadership & Personal Development, Customer Service: Role-play, coaching workshops, and teamwork exercises.
- Business & Technology Applications: Industry-relevant software training, business analytics, and cybersecurity simulations.
- Language: practical application for communication, mostly oral.

Industry Internship

After 6 months on campus, students complete a mandatory 6-month internship in leading hotels, restaurants, or tourism organizations. This experience allows them to apply their practical knowledge in a dynamic work setting and develop professional skills and network.

Key Learning:

- Develop professional competencies in a real-world setting.
- Strengthen communication and customer service skills.
- Gain exposure to international hospitality standards.
- Build professional relationships and industry connections.

Learning Outcomes

The Industry Immersion Year aims to develop the following core competencies in students:

1. Demonstrate industry standards associated with hospitality – Understand and apply hospitality best practices in various operational settings.
2. Apply practical skills within the hospitality or service industry – Gain hands-on experience in food and beverage operations, rooms division, and other key hospitality areas.
3. Appreciate the significance of quality service and customer focus in the hospitality industry – Recognize the impact of service excellence and guest satisfaction.
4. Develop effective communication skills – Engage in professional and interpersonal communication in a hospitality setting.
5. Work successfully within a diverse team, making valuable contributions and appreciating differences – Collaborate effectively in a multicultural environment.
6. Outline the scope of the hospitality industry and its interdependent relationship with the tourism industry – Understand key industry segments and their functions.
7. Show an increased sense of resilience and the ability to adapt to change in a constructive manner – Navigate challenges and changes within the hospitality industry.
8. Demonstrate the ability to take responsibility and be accountable for their actions – Exhibit professionalism, reliability, and accountability in all industry engagements.

Program Structure & Modules

The Industry Immersion Year is structured into three major phases:

	Term 1	Term 2	Internship
Lengths	11 weeks (3 months)	11 weeks (3 months)	22 weeks (6 months)
Courses / program	<ul style="list-style-type: none"> • Culinary Fundamentals • Personal Development and Life Skills • Introduction to Hospitality & Tourism Management • Introduction to Industry Experience • Customer Service Mindset • French / German Language 1 	<ul style="list-style-type: none"> • Fine Dining Operations & Management • Leadership Coaching • Hotel Operations • Wine & Beverage Management • Management Information Systems • French / German Language 2 	<ul style="list-style-type: none"> • 6 month operational internship in a leading hospitality establishment

The IY curriculum consists of courses designed to cover the essential aspects of hospitality operations. Each course combines practical application such as labs (kitchen or restaurant), real life simulations, field visits, industry collaborations, professional skills development, or the internship and theory to ensure a comprehensive, professional learning experience.

Course Code	Course Title	Teaching Methods	Assessment Methods	Degree of Professional Practice	Additional Information
CUL101	Culinary Fundamentals	Hands-on culinary training, Kitchen workshops, Practical demonstrations, Field visits	Midterm Written Exam Practical Ongoing Final Written Exam Final Practical Exam	High: Hands-on culinary training, in the kitchen	Focuses, for example, on hygiene, cooking methods
DLS205	Personal Development and Life Skills	Interactive, workshop-based, public speaking exercises, Team-building	Weekly Assignments and Participation Mid Term Oral Exam Final Portfolio	High: Role-play, Simulations, Public Speaking, Teamwork exercises	Each week focuses on a different aspect of personal development

		activities, Role-playing			
HTM131	Introduction to Hospitality & Tourism Management	Case studies, Guest speakers, Industry field trips, Group research projects	Mid-term Exam Group Presentation Final Exam Ongoing participation	High: Case studies, Industry guest speakers, Field trips	Includes a hotel visit with an overnight in a 5 stars hotel and several guest speakers
HTM182	Introduction to Industry Experience	CV building workshops, Mock interviews, Industry networking events, Job application simulations	CV Submission Cover Letter Final Interview	Moderate to high: CV, Cover Letter, Mock Interviews, Industry Networking	Workshop based
HTM152	Customer Service Mindset	Role-plays, participatory exercises based on practical workplace scenario	Midterm Individual & group work - Customer Journey Mapping Class participation Final	Moderate to high: complain handling role plays, customer journey participatory	Scenario based learning / Roleplays Individual & Group exercises Labs
FREN101 GER101	French / German Language 1	Conversational practice, Role-playing, Real-world scenarios, Interactive exercises	Quizzes Mid Term Written Exam Mid Term Oral Exam Final Written Exam Final Oral Exam	Moderate to high: Practical language application for hospitality industry	Prepares students for internship communication needs, mostly oral
HTM112	Fine Dining Operations & Management	Hands-on training in fine dining settings, Role-play, Workshops,	Midterm Written Quiz Midterm Practical Service Exam	High: Live fine dining service practice, Beverage	Practical services classes, in the Fine

		Service skills practice, Live restaurant operations	Final Practical Exam Group Assignment	pairing workshops, Customer service drills	Dining Restaurant
HTM178	Leadership Coaching	Workshops, Case studies, Group coaching, One-on-one coaching sessions, Practical leadership exercises	Bi-weekly Assignments Midterm Personal Growth Report Leadership Development Plan	High: Leadership role-play, Coaching simulations, Personal development planning	Workshops to develop personal leadership style
HTM256	Hotel Operations	Hotel visit, Housekeeping practical, Role-play, Customer service exercises	New Hotel PMS Exam Midterm Exam Final Exam	High: Practical application in hotel operations, Guest service simulations, complaints handling workshops	Prepares students for real-world hotel operations, including Housekeeping and handling customers
HTM350	Wine & Beverage Management	Tastings, Wine and spirit pairing workshops, Beverage program development, Industry guest sessions, Field trips	Midterm Exam Group Project Presentation Final Exam	High: Wine tastings, Industry visits, Beverage program design, Hands-on pairing experiences	Explores beverage industry trends, food and wine matching, and wine appreciation
MIS150	Management Information Systems	Hands-on computer assignments, Software application projects, Cybersecurity simulations,	MIS Theory & Software Assessments Cybersecurity Exam Final Exam	Moderate: Hands-on software training, Business applications, Cybersecurity	Enhances practical IT skills and cybersecurity awareness for hospitality business management

		Business case studies		strategy development	
FREN102 GER102	French / German Language 2	Role-play, Practical exercises, Guest interaction, Interactive dialogues, Real-world simulations	Midterm Written Exam Midterm Oral Exam Final Written Exam Final Oral Exam	Moderate to high: Simulations in real-life situations, Professional communication practice	Prepares students for industry-specific communication and interaction, mostly oral
INT198	Internship 1	6 months Industry Internship	Reflective Report Two Employer Evaluations Work Certificates	High: Operational internship	Allows students to apply their practical knowledge in a work setting and develop professional skills and network.

Skills Mapping

This table provides a mapping of how the courses in the Industry Immersion Year prepare students for their internship. Each course is aligned with core competencies that reflect essential industry skills, highlighting the specific skills developed through each course and how they are applied during the internship. Furthermore, each course is matched to the relevant learning outcomes, demonstrating its contribution to overall student readiness.

Course	Core Competency	Skill Developed	Internship Application	Learning Outcome match (YII)
Culinary Fundamentals	Culinary expertise and food safety	Hands-on cooking techniques and food safety knowledge	Understand the importance of food safety and the basics of culinary	Apply practical skills within the hospitality or service industry; Demonstrate industry standards associated with hospitality

Personal Development and Life Skills	Personal development, adaptability, and resilience	Professional behavior, stress management, and adaptability	Handle workplace challenges, stress, and personal growth effectively	Show an increased sense of resilience and the ability to adapt to change in a constructive manner
Introduction to Hospitality & Tourism Management	Hospitality industry knowledge and career awareness	Understanding hospitality industry structure, tourism impact, and career opportunities	Apply knowledge of hospitality industry segments and career paths in real-world settings	Outline the scope of the hospitality industry and its interdependent relationship with the tourism industry / Demonstrate industry standards associated with hospitality
Introduction to Industry Experience	Industry awareness and professional readiness	Understanding hospitality workplace expectations and operations	Understand workplace culture and expectations in the hospitality industry	Outline the scope of the hospitality industry and its interdependent relationship with the tourism industry
Customer Service Mindset	Customer service excellence and guest satisfaction	Developing guest service excellence and problem-solving skills	Provide excellent customer service and handle guest complaints	Appreciate the significance of quality service in the hospitality industry / Demonstrate the ability to take responsibility and be accountable for their actions
French / German Language 1	Effective communication in hospitality settings	Basic communication in French for hospitality settings	Use French in real hospitality settings with guests and colleagues	Develop effective communication skills
Fine Dining Operations & Management	High-quality service execution in fine dining	Service etiquette, handling guests in fine dining	Deliver high-quality fine dining service to guests	Apply practical skills within the hospitality or service industry;

				Demonstrate the ability to take responsibility and be accountable for their actions; Demonstrate industry standards associated with hospitality
Leadership Coaching	Leadership, teamwork, and motivation	Team collaboration, motivation, and leadership skills	Lead teams, resolve conflicts, and work collaboratively	Work successfully within a diverse team, making valuable contributions and appreciating differences
Hotel Operations	Supervision and quality control in hotel operations	Managing hotel operations, ensuring service quality and efficiency	Supervise hotel operations and ensure high service standards	Demonstrate industry standards associated with hospitality; Apply practical skills within the hospitality or service industry
Wine & Beverage Management	Beverage and wine service expertise	Understanding wine service, beverage pairing, and management	Pair wines with food and manage beverage service	Apply practical skills within the hospitality or service industry
Management Information Systems	Technology and data management in hospitality	Using hospitality software and data management tools	Use hospitality software for reservations, customer data, and analysis	Develop effective communication skills / Demonstrate the ability to take responsibility and be accountable for their actions
French / German Language 2	Advanced language proficiency for hospitality	Advanced French communication in hospitality scenarios	Communicate effectively in French in customer service interactions	Develop effective communication skills

Industry Immersion Year – Term 1 Course Outline

Culinary Fundamentals

This immersive course is a culinary odyssey, introducing students to the essential techniques, principles, and artistry that form the foundation of gastronomic mastery. From knife skills and basic cooking methods to ingredient selection and flavor profiling, participants will embark on a hands-on culinary journey, honing their skills in state-of-the-art kitchens under the guidance of professional chefs. Students will not only master the basics of culinary craftsmanship but also develop a comprehensive understanding of the cultural, historical, and contemporary influences shaping the culinary landscape.

Personal Development and Life Skills

This course focuses specifically on interpersonal communication, development, and life skills, using a variety of learning situations and tools to develop self-awareness and self-management.

The course is designed to empower students with the knowledge and practical skills needed to enhance their personal and professional lives, helping them to achieve meaningful goals, communicate effectively, understand and accept thoughts and feelings, manage stress, and navigate the careers effectively. Each week will focus on a different aspect of personal development, allowing students to gradually build a comprehensive set of life skills.

Enrollment in each section of this interactive, workshop-based course will be capped at 30 students to ensure direct engagement, small-group activities and continuous feedback from faculty and classmates. They will reflect on and document these experiences in a portfolio developed over the term.

Introduction to Hospitality & Tourism Management

This course is designed to introduce students to the exciting and diverse field of hospitality providing an overview of the major industry segments and the interdependent relationships that exist between these segments and the tourism industry. Students will also discover a wide range of diverse hospitality management career opportunities, and explore the qualities and behaviors considered to be essential of managers within the hospitality industry.

Customer Service Mindset

The essence of hospitality lies within hosts that are hospitable, refined and confident. Using an experiential-based pedagogy, students engaged in role-plays and participatory exercises based on practical workplace scenarios to shape mindsets and behaviors. The knowledge and skills to show true hospitality to your customers by showing WARMTH in your customer interaction – being Welcoming, Authentic, Respectful, Mindful, Trustworthy and Helpful.

Introduction to Industry Experience

This course is designed to enable students to understand their strengths and professional assets. They will build the tools that are necessary to join the industry. CV, Cover letter, Professional social media, Job Interview.

French / German Language 1

This course has been designed to strengthen the students' ability to:

1. Practice the main grammatical structures of French in everyday conversations.
2. Communicate in Hotel/Tourism-related situations
3. Work independently as well as within a team or group
4. Get to know some characteristics of French speaking countries and people

Industry Immersion Year – Term 2 Course Outline

Fine Dining Operations & Management

This course has been designed to allow students to perform effectively and efficiently within food and beverage service operations. To do this consistently, students are provided with theoretical as well as practical training. The course is delivered and assessed in conjunction with other professional courses including Beverage Management and Culinary Fundamentals.

This course will develop student's understanding of the dynamics of service situations and social skills required by both the hospitality and tourism industry. Students will also strengthen their ability to think critically in examining services and products in the hospitality industries and consider ethics in decision making.

Leadership Coaching

Embark on a transformative journey of personal and professional growth with our Leadership Coaching course. Through a blend of theoretical frameworks, practical exercises, and case studies, students will explore leadership styles, communication strategies, and emotional intelligence, fostering a deep understanding of how to unlock their full potential.

With a focus on self-awareness and interpersonal dynamics, this course not only cultivates coaching expertise but also instils the principles of ethical leadership, creating a roadmap for students to excel as transformative leaders in today's dynamic and collaborative work environments.

Hotel Operations

This course delves into the intricacies of hotel operations, with a specialized focus on front desk operations, housekeeping, and rooms division. Students will gain an understanding of the pivotal roles these departments play in delivering exceptional guest experiences. Students will learn the art of efficient front desk operations, meticulous housekeeping practices, and the seamless coordination of rooms division.

With an emphasis on industry best practices, technology integration, and customer service excellence, this course equips students with the skills and knowledge essential for success in hotel operations.

Wine & Beverage Management

This course explains and examines the making and organoleptic aspects of alcoholic, non-alcoholic beverages, and the basic understanding of how a beverage department of a large hotel is organized. It explores how a hotel or a restaurant can create a private beverage label.

In addition, students will learn about history, viticulture, geography and vinification, grape varieties, wine making techniques, the storing and service of wine, champagne, beverages, sake and be exposed to wine appreciation to acquire the knowledge to recognize quality beverage and identify attributes that will allow customers appreciation.

Management Information Systems

This course is designed to introduce students to contemporary information systems and demonstrate how these systems are used throughout organizations. The focus is on the key components of information systems - people, software, hardware, data, and telecommunications, and how these components can be integrated and managed to create competitive advantage. Students also gain hands-on experience with business applications such as MS Word, Excel and PowerPoint.

Topics such as the Cloud Computing, data protection and the application, benefits and risks of MIS in Hospitality are covered. As a result, students will obtain core information technology knowledge and skills for being successful in all areas of business.

French / German Language 2

The goal of these courses is to develop a strong foundation for language study skills and cultural understanding. Activities are centered on speaking, listening and reading comprehension and writing skills.

1. Practice to develop a deeper understanding of the main grammatical structures.
2. Apply the language in everyday situations as well as in job-related situations.

3. Prepare students for a job interview.
4. Communicate in Hotel/Tourism-related situations.
5. Work independently as well as within a group/class.

Industry Immersion Year – Internship Outline

This internship will involve primarily on the job learning and application of skills learned while on campus, as well as reflecting on the tasks experienced in the workplace and the assessments completed during the work experience. Specific skills and knowledge gained may differ due to the variety of internship positions.