

Graduate programs  
2020

# Les Roches



lesroches.edu

Let's take life to the next level



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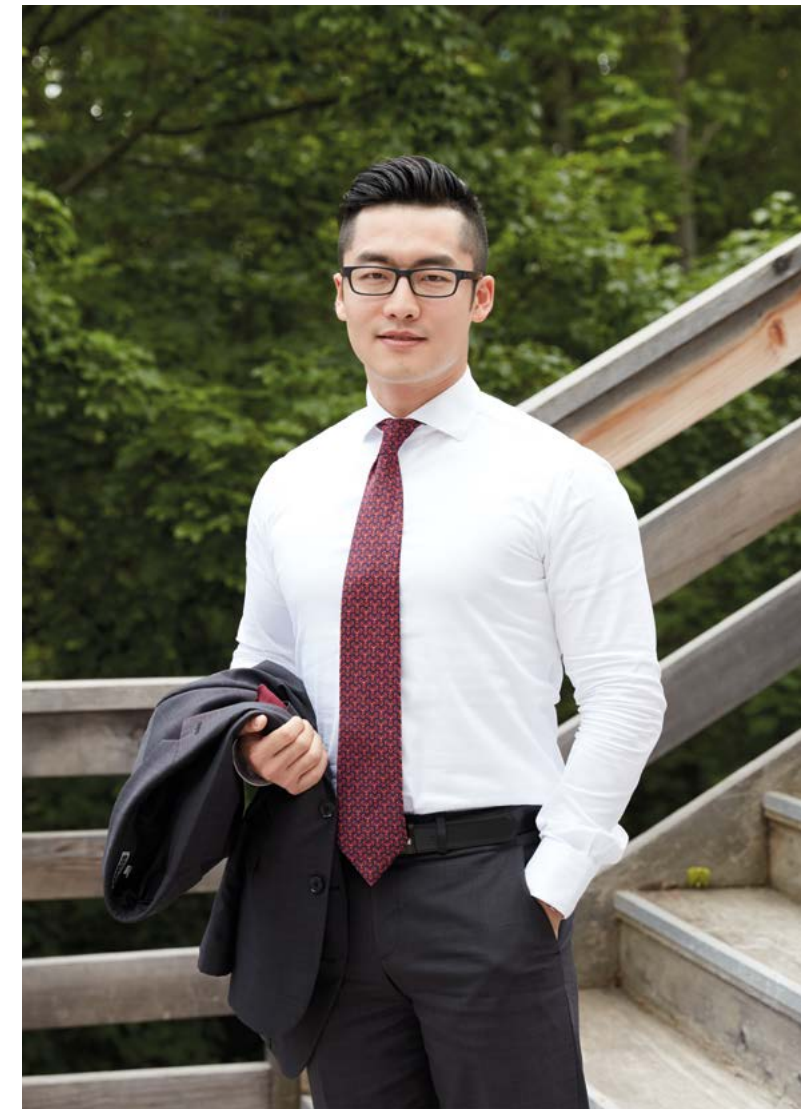




Les Roches, one of the world's leading  
hospitality business schools



For those with big dreams  
and even bigger plans



Johnny Qin  
China  
MBA, Class of 2020



# Your smartest career move

## What makes a great career? Passion

It's passion that gets you up in the morning. Passion that carries you through the toughest challenges and the longest days.

At Les Roches, we've been putting the passion into hospitality since 1954. As a graduate student, you may have experienced this wonderful industry and all it has to offer. Or you could be taking your career down a fresh path.

Either way, you've come to the perfect place.

MBA, Master's, Postgraduate Diploma. Whatever your choice of graduate program, we're ready to ignite your passion. We'll introduce you to cutting-edge thinking and take you behind the scenes to witness hospitality magic being made.

Let us be the unfair advantage that powers your career.

Be fearless. Be Les Roches.



## Everyone says they're different. We are



Walk into any of our campuses and you'll see why we mean it. These are places where a hundred cultures come together to learn with – and from – each other. At Les Roches, you have a global community of lifelong friends ready and waiting.

We embrace the digital world and all the amazing opportunities it brings. Technology is our friend. But we never forget that human experience is at the heart of successful hospitality.

We teach the Swiss way: immersive, hands-on and always with an eye to your future career. We keep our class sizes small; our teaching personal. You'll never feel left out in a Les Roches classroom.

We have two words for all this: transformative education. With us, you'll transform your career prospects. When your graduate studies are over, you'll be ready to become a change-maker in the world's most dynamic industry.

If you only read a couple  
of pages, make it these.

**Land a top job**  
94% employment rate on  
graduation for career seekers.

**Study around the world**  
Campuses in Switzerland,  
Spain and China.

**Open doors**  
Access to a global network  
of 13,000 alumni.

**Go global**  
International internships and  
immersive business field trips.

**Be on trend**  
Discover the latest innovations  
and technologies.

**Sharpen your skills**  
Work on real-world projects with  
the biggest names in hospitality.



## Our manifesto

Be a pacesetter  
Generous in style  
and open to the world.

Be a change-maker  
Ask the questions  
that create space for the new.

Be a truth-seeker  
Have the confidence to challenge  
and the vision to lead.

Let no one be a stranger  
as we embrace the future of hospitality.

Be fearless.  
Be Les Roches.





# Les Roches in numbers

These are the important numbers. Some are big, including the number of nationalities we're delighted to host on campus. Others are small, like the number of students per faculty member. Together they add up to the unique Les Roches offer.

2,620

Total student population

100+

Number of nationalities

44%

Europe

15:1

Student to faculty ratio

38%

Asia Pacific

3

Average internship opportunities per student each semester

11%

Middle East and Africa

7%

Americas



# The world is your campus

Les Roches opens up the world to you.

We celebrate diversity and the life-enhancing  
value that comes from the unique mix of  
cultures and perspectives on our campuses.

In today's globalized world, it's more  
important than ever.



**Crans-Montana, Switzerland**  
Tradition meets innovation in  
the heart of the Swiss Alps.  
18–25



**Marbella, Spain**  
Luxury hospitality management  
with sunny Mediterranean flair.  
26–33



**Shanghai, China**  
Total immersion in the world's  
new economic powerhouse.  
34–41



## Living in Crans-Montana

“Life on campus is extremely fascinating. I will always remember my time here, living on top of a mountain and enjoying an amazing view. There is always something to do to have fun. There are nonstop sports activities. Crans-Montana has so much to offer in terms of leisure and night life.”

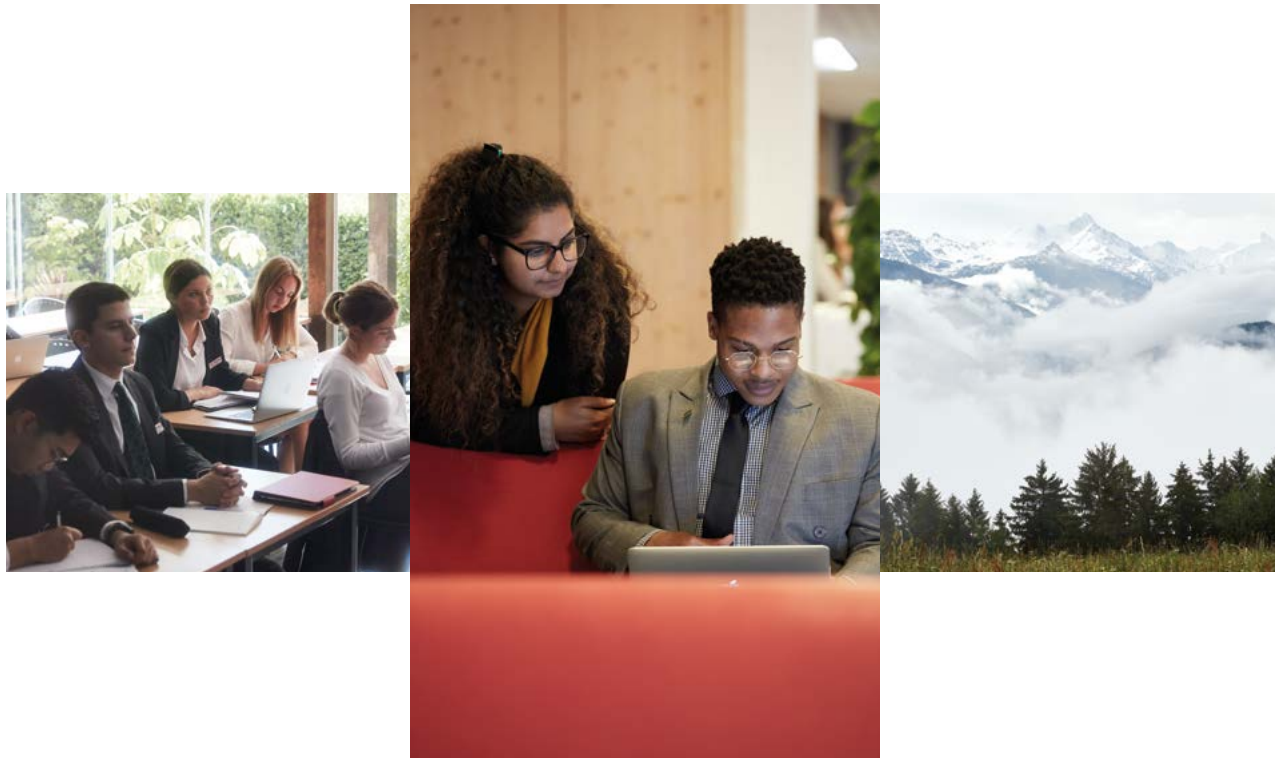
♦  
Murat Aslan  
Turkey  
PGD, Class of 2018





## Awesome programs deserve awesome backdrops

Bluche is a beautiful, alpine village close to the world-famous ski resort of Crans-Montana with spectacular views of the Alps. Nestled in the French-speaking part of Valais, the campus is well connected to the rest of Europe by Switzerland's famously efficient public transport.



Closer to home, the local upmarket ski and golf resort is a short (and scenic) funicular ride away. Here you'll find plenty to keep you entertained – including high-end food, culture, and shopping.

Switzerland is the natural home of hospitality and tourism. It's also one of the world's safest and most innovative countries – and boasts a thriving economy. The headquarters of numerous multinational corporations and organizations are here, as are famed hotels and restaurants, and renowned luxury brands. The country also plays host to a full calendar of international conferences and events.

## Crans-Montana campus





The home of hospitality

Amid the fresh air of the Alps, students at Les Roches Switzerland live in comfortable, chalet-style residences. You can choose between single and shared double rooms – all within strolling distance of your classes. The open campus also offers plenty of communal areas in which to catch up with friends and work on group projects.



A modern campus

We've brought cutting-edge technology to a traditional Swiss village. You'll have access to an innovation classroom and digital media studio. Here, you can experiment with 3D printing, create your own mobile apps, and develop your digital skills.

With Mac labs, professional kitchens and application restaurants, demonstration areas, student event spaces, and an extensive traditional and digital library, you'll have all the tools you need to grow and test new ideas. The campus auditorium is also equipped with technology to allow you to participate in guest lectures taking place on our Marbella campus.



“I came to Switzerland from a Lebanese family, but now I have an international family.”



Mohamad Seifeddine  
Lebanon  
MBA, Class of 2019

The student life

Join a club. Take up a sport. Run an event. Dive into something new. These are just a few of the ways you can get involved at Les Roches Switzerland:

Clubs	Events	Sports
SharpSpeakers (public speaking)	Les Roches Got Talent	Skiing and snowboarding
Wine	Green Dinner	Zumba and yoga
Green	Open Mic Night	Mountain Karting
Culinary	Cultural Night	Golf
Arts Society	World of Wines Expo	Rugby
Les Roches Gives Back (charity)	Future of Hospitality Summit	Ice Skating
		Rock Climbing
SGA (Student Governance Association)		



Food with a purpose

As you'd expect from a hospitality management school, we take our food – and our commitment to food sustainability – very seriously indeed.

At Roots, the philosophy is farm to table, with most fine-dining ingredients sourced within a 100km radius. At Restaurant Lab, students are firmly in the driving seat, creating unique and innovative restaurant concepts from a blank sheet of paper. Across the campus, we're working hard to eliminate food waste, and have introduced food-composting and waste-separation facilities to our kitchens.

You can enjoy healthy meals and delicious drinks at all these places:

The Marketplace Buffet	B3: Baker, Brewer, Butcher Street food	Lobby Bar Refreshments and snacks
Roots Restaurant Farm-to-table concept	Fresh & Fast Light lunch, sushi and snacks	Restaurant Lab Ephemeral dinner concepts
Roots Bar Evening drinks		



# Experience the best of Europe

From Crans-Montana, the punctual Swiss trains will quickly connect you to major cities in Switzerland and beyond. Better still, from Geneva or Zurich international airport, you can reach anywhere in Western Europe within two hours or so.



By train from Sierre:

Montreux  
(1hr 30mins )



By train from Sierre:

Jungfrau  
(2hrs 30mins )



By train from Sierre:

Geneva  
(2hrs 40mins )



By train from Sierre:

Milan  
(3hrs 10mins )



By train from Sierre:

Zurich  
(3hrs )

128

Michelin starred restaurants  
That's the highest density in Europe

5

Bordering countries  
Hop over to Austria, France, Germany,  
Italy and Liechtenstein

## Don't miss:

Cheese and chocolate factories  
of La Gruyère

Vineyards of Lavaux

Interlaken and the Jungfrau region

The cosmopolitan flair of Zurich

Zermatt and the Matterhorn

The Olympic Museum in Lausanne

Luxury boutiques and hotels of Geneva

The great Aletsch Glacier



## Living in Marbella

“Living here is where your destiny begins. From luxurious hospitality establishments and year-round sunny weather to a friendly, international community – everyone should experience this glamorous city by the Mediterranean Sea.”



Jose Emmanuel Soler  
Philippines  
Director of Student Services & Operations  
Class of 2001

Marbella





## Immerse yourself in one of Europe's luxury tourist destinations

The jewel of the Costa del Sol offers year-round sunshine, golf resorts, cultural attractions, and the delights of Mediterranean cuisine.

For hospitality management students, it's a living classroom.



The surrounding region of Andalusia is also home to some of Spain's most famous cities, including Seville, Granada, and Cordoba.

It's no wonder Spain is the world's second most visited country. What with its rich cultural heritage, lively towns, enviable weather, and world-class gastronomy. The country's high-speed rail network is also impressive. The largest in Europe and the second largest in the world, it's the perfect way to explore your new home.

## Marbella campus





Live that Mediterranean lifestyle

The Les Roches Marbella campus is perfectly placed between the city center, the marina, and the luxury shopping district of Puerto Banús. Most students choose to share double rooms with en-suite bathrooms, while single rooms are also available.



A modern campus

This is sun-kissed innovation. Our Marbella campus features four professional kitchens, all tailored to different resort restaurant concepts. There’s also a demonstration bar, front office, housekeeping office, and hotel room. Other learning facilities include state-of-the-art classroom with Apple technology, Mac lab, and a traditional and digital library.

Finally, the campus auditorium features global connectivity technology. This allows you to participate in shared lectures taking place on our campus in Switzerland.

The student life

Join a club. Take up a sport. Run an event. Dive into something new. These are just a few of the ways you can get involved at Les Roches Marbella:

Clubs	Events	Sports
Cocktail	Theme nights	Kayaking
Reading	Sports days	Football
Running	Stage Fair (student internship fair)	Tennis
Sustainability	Houses Cultural Expo	Beach volleyball
Nutrition and Wellbeing	Cancer Research Dinner	Stand-up paddle
Golf	Concordia Gala Dinner	Yoga
		Crossfit



Fine dining

As you’d expect from a hospitality management school in a country with more than 170 Michelin stars, we take our food very seriously indeed. You can enjoy healthy meals and delicious drinks at the following campus spots:

Le Marché Buffet	ONE: Origin Nature Essence International fusion cuisine
House of Colors Bistro Light meals and snacks	El Olivo Fine dining

As a Les Roches Marbella student, you have free access to the Manolo Santana Racquets Club – including the tennis courts, gym and pool. It’s just a few minutes’ stroll from campus.



# Spain is just the start

With Málaga’s airport and train station a short hop away, you can reach the rest of Spain and Europe in a couple of hours. Enjoy weekend city breaks in Barcelona, Madrid, Valencia, or Bilbao – or cross the border to explore France, Italy, and Portugal.



By train from Málaga:

**Cordoba**  
( 50mins )



By train from Málaga:

**Madrid**  
( 2hrs 35mins )



By plane from Málaga:

**Barcelona**  
( 1hr 30mins )



By plane from Málaga:

**Paris**  
( 2hrs 35mins )



By plane from Málaga:

**Lisbon**  
( 1hr 35mins )

48

UNESCO World Heritage sites in Spain

5

Bordering countries  
Explore Gibraltar, Andorra, France, Portugal and Morocco

## Don’t miss:

The Pompidou and Picasso Museums in Málaga

The Alhambra in Granada

The cathedral and alcázar in Seville

Beaches along the Mediterranean

The region’s vineyards

Wind sports in Tarifa

Winter skiing in the Sierra Nevada mountains

The art and architecture of Barcelona



## Living in Shanghai

“China is an amazing country with countless opportunities. Here, you will not only learn about its culture in depth, but also experience its dynamic, fast-growing market. Shanghai is a great place to start to gain international work experience.”

♦  
Elena Suh  
Argentina/South Korea  
PGD, Class of 2017

# Shanghai





## For the economic heart of Asia, look no further than Shanghai

A global giant of culture and finance, it's also home to an ever evolving hospitality landscape – where east meets west, and tradition blends seamlessly with modernity. One of the world's most populous cities, Shanghai is truly a city that never sleeps.



This is a place of surprises – a city of dazzling contrasts. Traditional marketplaces rub shoulders with luxury shopping centers. New, cutting-edge architecture rises every day, and street food merges with haute cuisine. With its rich mix of tourism destinations and a full calendar of international events, Shanghai is the perfect environment to undertake your hospitality studies – and a unique opportunity to be immersed in Chinese culture.

## Shanghai campus





Capital of the new world

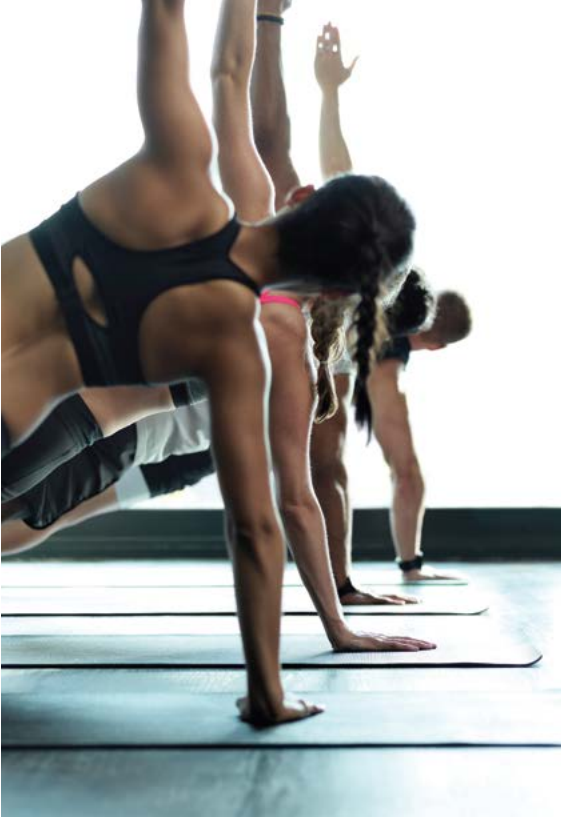
Peace can be found in even the busiest cities. Our students live in the calm and convenient Palm Beach residence, a 10-minute shuttle-bus ride from the main campus building. Most share two-bedroom apartments, choosing from shared double or single rooms. All enjoy free access to the onsite gym and swimming pool.



The student life

Join a club. Take up a sport. Run an event. Dive into something new. These are just a few of the ways you can get involved at Les Roches Jin Jiang:

Clubs	Events	Sports
Badminton	Charity dinners	Running
Boxing Fit	Chinese Art and Design Competition	Swimming
Photography	Cultural Day	Table tennis
Chinese Apps	Dragon Bowat Festival	Soccer
Mandarin	LRJJ Talent Show	Yoga
Basketball	LRJJ Olympics	Dance
		Tai-chi



A modern campus

Located on the spacious campus of Shanghai Normal University, Les Roches Jin Jiang offers the latest facilities and technology within a traditional university setting. This includes digitally optimized classrooms, custom-built demonstration areas, a library, two computer classrooms, and communal study spaces for group collaboration.



Fine dining

As you'd expect from a hospitality management school, we take our food very seriously indeed. You can enjoy healthy meals and delicious drinks at the following campus spots:

Lily Banquet dining	Flavors à la carte restaurant
Jade Buffet	The Fuel Coffee bar

As a student at Les Roches Jin Jiang, you'll have full access to the indoor and outdoor sports and leisure facilities of Shanghai Normal University.



# A whole continent to explore

Discovering everything China has to offer would take a lifetime, but Shanghai also opens the door to the rest of Asia. With the country’s high-speed rail network and Shanghai’s two international airports, you’re free to lose yourself in some of the world’s most iconic cities.



By train from Shanghai:

Hangzhou  
( 50mins )



By plane from Shanghai:

Beijing  
( 2hrs 15mins )



By plane from Shanghai:

Seoul  
( 1hr 55mins )



By plane from Shanghai:

Hong Kong  
( 2hrs 40mins )



By plane from Shanghai:

Tokyo  
( 2hrs 55mins )

55

UNESCO World Heritage sites in China

50+

Five-star hotels in Shanghai alone

## Don’t miss:

The Bund

Shanghai Tower

Yu Garden

Oriental Pearl Tower

Jade Buddha Temple

Shanghai’s nightlife and shopping

The classical gardens and canals of Suzhou

West Lake in Hangzhou

The Forbidden City and Great Wall  
in Beijing

Terracotta army in Xi’an

Victoria Harbor, Hong Kong



# Our postgraduate programs



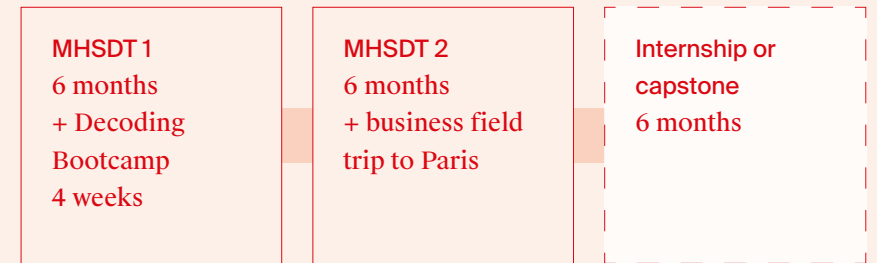
## Master of Business Administration (MBA) in Global Hospitality Management



## Postgraduate Diploma (PGD) in International Hospitality Management



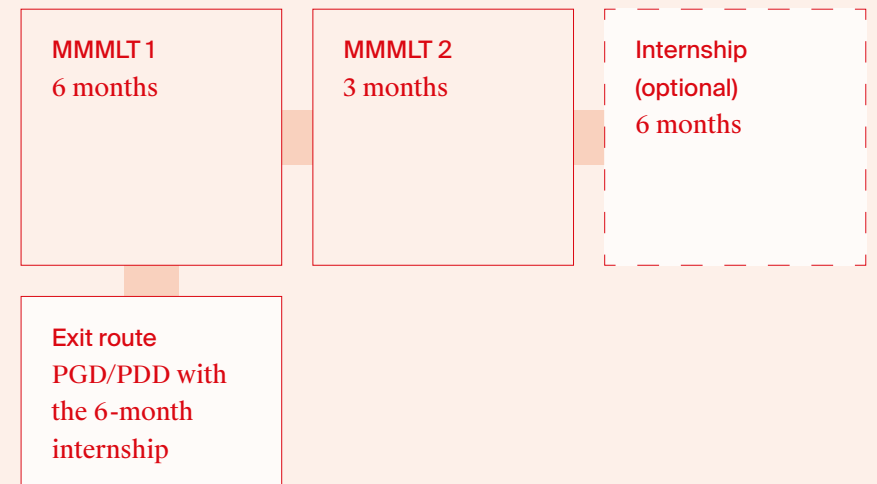
## Master's in Hospitality Strategy and Digital Transformation



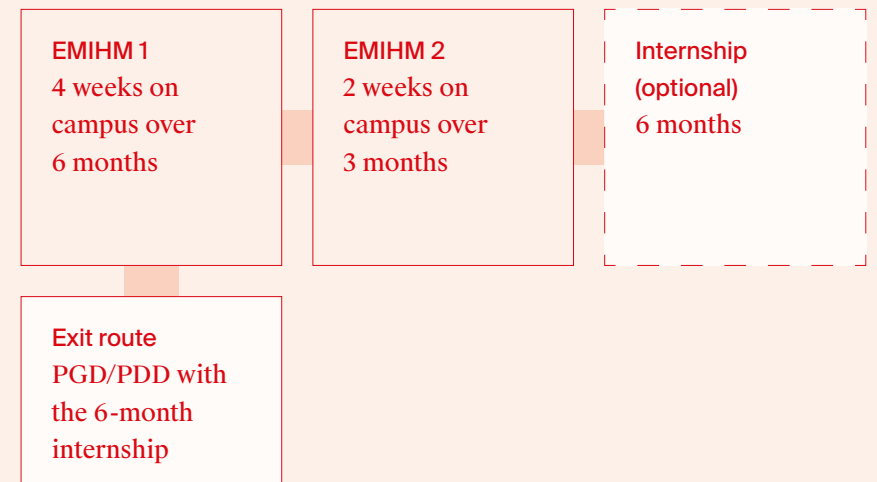
## Master's in International Hotel Management



## Master's in Marketing and Management for Luxury Tourism



## Executive Master's in International Hotel Management







# Master of Business Administration (MBA) in Global Hospitality Management

Through a curriculum integrating business strategy, management theory and real-world problem-solving, this MBA will give you the skills you need to thrive in senior managerial positions.

Taught over two semesters, the MBA has been developed in collaboration with industry experts to ensure maximum relevance to hospitality trends and demands. You'll be

immersed in business modeling and entrepreneurship, leadership development, sustainability, strategic marketing, and digital disruption.

The MBA is also designed to test your knowledge in the real world. As our most advanced degree program, it features two field trips – to Shanghai and Chicago – and a real-world consultancy project.

Duration:  
1 year

Total US credits:  
40

Intakes:  
February and September

## Hospitality Immersion Program (2 weeks)\*

Hospitality in Context
Food and Beverage Operations Management
Rooms Division Operation Management

## Semester 1

Leadership and Organizational Effectiveness
Business Modeling, Innovation and Entrepreneurship
Hospitality Demand and Revenue Management
Strategic Marketing and Sales in the Hospitality Industry
Hospitality Financial Management and Budgeting

## Electives

Two courses from the following:

Managing Organizational Development and Change
Hospitality and the Digital Disruption
Sustainable Development in Hospitality
The Economics of Hospitality

Business field trip to Chicago, USA or Shanghai, China

## Semester 2

Strategy and Value Creation
Corporate Finance and Shareholder Value
Managing Destinations' Competitiveness
Uncertainty, Data Analytics and Critical Thinking
Consultancy Project → read more on p61

## Electives

Three courses from the following:

Hospitality Business Transformation and Digital Integration
Managing Real Estate and Properties
Investment Strategies for Financial Markets and Asset Management
Consumer Behavior and Insights
Luxury Branding and Lifestyle Management

Business field trip to Chicago, USA or Shanghai, China

\*Only for students without a hospitality degree

Les Roches reserves the right to modify the list of courses at any time and without notice. Please refer to the Academic Catalog for the latest course information.



# Postgraduate Diploma (PGD) in International Hospitality Management

This Postgraduate Diploma provides career changers with a comprehensive foundation in hospitality business management. It includes a business field trip to Dubai and a six-month professional internship.

If you don't have a background in hospitality, you'll first enter a two-week Hospitality Immersion program – available at all our campuses.

Once you've completed the Postgraduate Diploma, you can continue your studies for one semester in Switzerland if you meet the MBA qualifications.

The Postgraduate Diploma can be studied in Switzerland, Spain or China.

Duration:  
1 year

Total US credits:  
28

Intakes (Switzerland and Spain):  
February and September

Intakes (China):  
March and September

## Hospitality Immersion Program (2 weeks)\*

Hospitality in Context
Food and Beverage Operations Management
Rooms Division Operation Management

## Semester 1

Hospitality Leadership and Organizational Behavior
Hospitality Finance and Performance Management
Services Marketing in a Digital Age
Entrepreneurship and Business Modeling
Hospitality Revenue Management
Strategic Management in a Global Environment

## Electives

Two courses from the following:

Design and Facilities Management
Event Management
Talent Management in Hospitality
Innovation Through Design and Agile Thinking
Yield and Revenue Management
Optimizing Hospitality Operations
Strategic Management in a Global Environment

Business field trip to Dubai, UAE

## Semester 2

6-month internship

\*Only for students without a hospitality degree or experience in hospitality

Les Roches reserves the right to modify the list of courses at any time and without notice. Please refer to the Academic Catalog for the latest course information.

- Only available at Crans-Montana campus
- Only available at Marbella campus
- Only available at Shanghai campus





# Master’s in Hospitality Strategy and Digital Transformation\*

This Master’s is for the innovators of tomorrow, preparing you for a leadership career in hospitality strategy, entrepreneurship, revenue optimization and digital transformation.

During the 12-month program (plus capstone or internship), you’ll mix with leading faculty and experts, exposing you to innovative business models and entrepreneurial thinking.

You’ll also upgrade your leadership skills – applying new knowledge to real projects.

The program is divided into three modules. Combined, they cover the essential digital technologies of the hospitality sector, the development of effective strategies, and the leadership skills needed to bring digital transformation to organizations.

**Duration:**  
1 year  
(+6 months capstone or internship)

**Total US credits:**  
36

**Intakes:**  
September

Semester 1	Semester 2		Semester 3
Module 1	Module 2	Module 3	6-month internship or capstone
Mastering Digital Technologies and Innovation in the Hospitality Sector	Developing Sustainable Strategies and Business Models	Leading Your Organization into the Digital Transformation	
New Trends and Disruptions in Hospitality	New Frontiers in Revenue, Channel and Demand Management	Applied Project Management	
Design Thinking and Innovation	Finance and Value Creation	Multicultural Leadership and Emotional Intelligence	
Sustainable Hotel Design and Development	Ethics and CSR in the Connected World	Talent Management and Team Building	
Effective Technologies in Operations and Service	Hospitality Business Strategies and Development	Customer Experience, Service Excellence and Personalization in the Digital Age	
Advanced Digital Marketing and Tools	New Business Models and Start-up Ecosystem in Hospitality	Leading the Digital Transformation	
Database Management and Artificial Intelligence	Design Thinking and Innovation		
Performance Measurement and Business Analytics	Business field trip to Paris, France, or Berlin, Germany		
Decoding Bootcamps – 4 weeks	Network and industry leader meetings		



# Master’s in International Hotel Management

This program combines the traditional Swiss ethos of luxury hotel management with the latest strategies in operations, digital marketing, talent and leadership.

Whether you have a hospitality background or are changing career, you will be exposed to the operational management issues and strategic choices that hotel managers face, and gain the

skills needed to make the right executive decisions.

You will learn business management theory, develop in-depth knowledge of the wider hotel management perspective and have the opportunity to prove your professional skills in a real-world work environment during the internship.

**Duration:**  
9 months  
(+6 months internship, optional)

**Total US credits:**  
40

**Intakes:**  
February and September

Semester 1	Term 2 (3 months)	Semester 3
F&B Practical: Service & Kitchen Operation	Strategic Hotel Management in a Global Environment	6-month internship (optional)
Rooms Division Practical: Housekeeping & Front Office	Revenue and Asset Management for Hotels	
Food & Beverage Operation Management	Entrepreneurship and Business Modeling for Hotels	
Design and Facilities Management	Event Design and Management	
Rooms Division Operations Management	Sustainability in Business Development	
Finance and Performance Management for Hotels	Applied Project (Capstone Project)	
Service Marketing in a Digital Age		
Global People Management in a Hotel context		
	Business field trip to Dubai, UAE	





# Master’s in Marketing and Management for Luxury Tourism\*

This Master’s program will prepare you for leading marketing projects and developing effective marketing strategies. These skills are highly sought after by luxury tourism companies – as well as related sectors such as premium brands.

Through a practical and field-work learning approach, you will explore new marketing tools, innovative trends, and technologies, to equip you with the knowledge, skills and abilities to define successful marketing strategies for luxury brands in a business environment.

Duration:  
9 months  
(+6 months internship, optional)

Total US credits:  
36

Intakes:  
September

## Semester 1

Marketing Concepts
Sustainable Luxury and Ethics
Luxury Fashion and Lifestyle Trends
Experiential Marketing
Agile Digital Marketing for Luxury Businesses
Strategic Data Analytics for Decision-making
Customer Relationship Management in Luxury

### Exit route

Please note, there is an exit route after the first academic semester. This is followed by a 6-month internship, which is compulsory to obtain the PGD/PDD in Marketing and Management for Luxury Tourism.

## Term 2 (3 months)

Building Luxury Brand Equity
Financial Statement Analysis and Performance Management
Strategy and Value Creation in Luxury
Leadership and Talent Management in Luxury Brands
Luxury Event Management and Communication
Capstone Project

## Semester 3

6-month Internship (optional)

\*Pending NECHE’s approval

Les Roches reserves the right to modify the list of courses at any time and without notice. Please refer to the Academic Catalog for the latest course information.

New!  
Starting in  
Sept 2020



# Executive Master’s in International Hotel Management\*

The Executive Master’s program offers you the flexibility to combine your current career with advanced studies in hospitality management and leadership. Over nine months, this hybrid program blends faculty-supported distance learning with six one-week sessions of on-campus courses and networking activities.

This learning is followed by six months of industry experience. You may complete this at your current company or through an internship arranged by Les Roches Marbella.

Duration:  
6 weeks on campus over 9 months  
(+6 months internship, optional)

Total US credits:  
32

Intakes:  
September

## Semester 1

A Practical Approach to Protocol and Etiquette
Advanced Hospitality Operations
Marketing Strategies for Hotel Management
Entrepreneurship and Business Modeling
Leadership and Organizational Behavior
Advanced Finance and Budgeting
Revenue Management
Innovative, Alternative and Sustainable Trends in Tourism
Data Analytics (digital) for Decision-making

### Exit route

Please note, there is an exit route after the first academic semester. This is followed by a 6-month internship, which is compulsory to obtain the PGD/PDD Executive in International Hotel Management.

## Term 2 (3 months)

Crisis Management
International Human Resources
International Business Strategy in Hotels
Hospitality Real State and Investment
Project Management
Capstone Project: Hospitality Business

## Semester 3

6-month internship (optional)

\*Pending NECHE’s approval

Les Roches reserves the right to modify the list of courses at any time and without notice. Please refer to the Academic Catalog for the latest course information.

New!  
Starting in  
Sept 2020



# Admission requirements

Minimum age	24 for Executive Master's
	23 for MBA
	21 for all other programs
Qualifications	Bachelor degree for all programs
	Those without a degree can still access the postgraduate curriculum and will receive a professional development diploma.
Work experience	Two years for the MBA offered in Switzerland
	Four years for the Executive Master's offered in Spain
	Work experience is preferred but not required for all other programs

**English level**

Must be proficient enough for higher education studies. English language exam scores (issued in the past 12 months) are required for non-native speakers, or those who have not spent the past two years in full-time English education.

Minimum English language exam scores:			
	TOEFL*	IELTS Academic**	Cambridge***
All postgraduate programs in Switzerland	550 (paper-based) 80 (internet-based)	Average 6.0 and minimum 5.5 in each component	FCE Grade A CAE Grade C
All postgraduate programs in Marbella/Shanghai	525 (paper-based) 70 (internet-based)	Average 5.5 and minimum 5.0 in each component	FCE Grade C
	*The Les Roches Switzerland TOEFL testing code number is 9827	**IELTS Academic has four components (writing, reading, speaking, listening)	***Cambridge Advanced Certificate in English (CAE) or First Certificate Exam (FCE) – please also provide statement of results

**Help with your English**

Those marginally below the stated official English level can take additional English support classes prior to the intended program.

# Application process

By submitting your application as soon as possible, you increase the probability of getting accepted. We have limited space in each intake and process applications as soon as we receive them.

For more information, head to:  
lesroches.edu/apply

1 Submit your application	Complete online application form	Attach copy of passport
	Attach detailed resume	Include proof of English
	Provide proof of academic records	
2 Prepare for admissions assessment <i>Within 1 week of submitting your documents</i>	You'll be contacted to schedule admissions assessment	Additional documentation will be required, including motivation letter, financial sponsor letter, post-study statement
	Assessment may involve written exercise and interview	
3 Receive acceptance letter – if successful <i>Within 1–3 weeks of assessment</i>	If your application is successful, you'll receive your acceptance letter, invoice for first semester, and pre-arrival guide	Attestation for visa request if required
4 Confirm place at Les Roches <i>Within 15 days of receiving your letter of acceptance</i>	Pay invoiced tuition fees to confirm place	
	Payment also confirms acceptance of Les Roches T&Cs	
5 Receive pre-arrival support <i>Right up until you arrive</i>	Added to new student Facebook group	Arrival assistance
	Visa support services if required	Pre-departure webinar
	Live Instagram Q&As	
6 Arrive on campus and start your Les Roches journey <i>First week on campus</i>	Welcome booth at airport and transfer to campus	Entry qualification authentication
	Check-in and registration	Induction week activities



# Our immersive teaching



Alan Kodzasov  
Greece  
MBA, Class of 2020







## Teaching that sets you up for success

Completing a graduate program at Les Roches is about far more than adding another qualification to your name. Our intensive, immersive teaching will fill you with ideas and insights, shaping your way of thinking forever.

### Executive expertise

One of the things that sets hospitality leaders apart is their mastery of the details. All our graduate programs share the same philosophy: details matter.

With teaching on campus to maximize your faculty contact time, our Diploma, Master's and MBA programs offer the intense focus and attention to detail you'd expect from a world-leading hospitality business school.

Study with us and you will discover the strategic and operational challenges that are being faced right now across the global hospitality industry. Better still, you'll be given the opportunity to find solutions to these challenges, forging relationships with some of the biggest names in the business.

### Something worth working for

It won't be easy. The most rewarding things rarely are – but if you're up for a challenge, and prepared to leave your comfort zone, the Les Roches learning experience has the power to transform your career.



# Become the complete ‘you’

**Academic excellence**

Great careers are built on a foundation of soft skills and hard knowledge. That’s why a comprehensive academic education sits at the heart of our graduate programs.

But graduate studies are about far more than soaking up knowledge. We will inspire you to create, to innovate, to challenge and to sell your ideas. You’ll use what you learn to find new ways to meet the ever-evolving needs of the hospitality industry and its customers.

The future of hospitality belongs to the innovators and disruptors. A Les Roches graduate education is your entry ticket to this elite group.



# Be inspired. Every day

Our faculty members are hand-picked for their expertise in their chosen fields – and with a student to staff ratio of just 15:1, you’ll have plenty of one-on-one time to discuss ideas and concepts that could be tomorrow’s game-changers.

Inspiration extends beyond the classroom, too. Each semester, we invite leading figures from hospitality and related sectors to share their insights with our students.

## Our previous speakers

Jean-Claude Biver CEO, Hublot	Radha Arora President, Rosewood Hotels and Les Roches alumnus	Kike Sarasola President, Room Mate Hotels
Katharine Pottinger Chief Hospitality Officer, Oasis	John Stauss Regional VP and General Manager, Four Seasons Hotels and Resorts	Eric Favre Inventor & Founder, Nespresso
Amir Segall VP International, HotelTonight	Panos Tzivanidis International Olympic Committee Associate Director - Hospitality, Events & Logistics	Taleb Rifai Secretary-General, United Nations World Tourism Organization
	Leigh Bowman-Perks Author of <i>Inspiring Women Leaders</i> and CEO, Clareo Potential	

“Les Roches enlists the best in the industry to serve as full-time teachers and frequent lecturers.”



Lama Matta  
Hospitality Consultant at Erga Group E-Hospitality, Dubai  
Class of 2012





## Hospitality Immersion Program

### Practical immersion

To lead the way in hospitality, you must first understand all aspects of the business – and not just in a theoretical sense. For graduate students new to the industry, we offer an intensive two-week Hospitality Immersion Program.

On the program, you'll gain first-hand knowledge of industry standards. You'll also experience the pressures of working in service, the pace of life in the kitchens, and the art of the Rooms division. It will be challenging – but you'll emerge with a deeper understanding of the industry.

### Service

Learn how to deliver excellent service while working in different campus venues – including fine dining, banquet, and fast-service situations.

### Food & Beverage

Go beyond cooking lessons and experience the heat of the kitchen under the guidance of our chefs.

### Rooms division

Discover what five-star hospitality really means through realistic simulations in our purpose-built front-office counter.





# Get into the real world

## Immerse yourself in the hospitality industry

Real-world experience plays a key role in your Les Roches education. Professional internships, business field trips and consultancy projects give you a chance to apply all that you've learned, gain new business insights, and grow your industry network.

## Spread your wings

Hospitality is an international business, so we help arrange internships all over the world. While your nationality and visa requirements may impact where you can work, we always encourage our students to travel. Immersing yourself in a new culture is the best way to develop your language skills and broaden your global outlook.

## No shortage of options

Our stellar reputation means we have a long list of international companies eager to take on interns from Les Roches. Your career counselor will be on hand to help you polish your CV, hone your interview skills and choose the perfect internship for your career.

**“I ultimately chose to go to Les Roches because of all the great things I'd heard from my friends who were alumni of the school and the career doors that have opened for them.”**



Mimi Truong  
Vietnam  
PGD, Class of 2019



## Business field trips

Business trips are built into our programs. Those studying for our MBA will head to Shanghai and Chicago, while our Postgraduate Diploma in International Hospitality Management and the Master's in International Hotel Management include a trip to Dubai.

A favorite with our students, these field trips provide complete industry immersion – allowing you to visit innovative properties and engage with those at the forefront of the hospitality sector.

## Consultancy projects and case studies

Depending on your program, you'll either carry out a consultancy project for a leading hospitality company or produce a case study on a genuine business issue. Approaching these complex challenges will develop your research abilities, your problem-solving skills and your presentation techniques.

If you're carrying out a consultancy project, you will have the opportunity to put into practice your leadership and problem-solving abilities, working on a real-life challenge. Top-tier hospitality companies from the region and abroad will ask the class to provide them with an operations or strategy solution to their business. It's not a case study; it's real consultancy for real companies.

Previous clients have included: Beau-Rivage Palace Lausanne, Hotel d'Angleterre, Clinique La Prairie, Accor Hotels, Rocco Forte Hotels, Peninsula Hotels and New York Times.



# A world of opportunities



Libero Alessandro Muntoni  
Italy  
MIHM, Class of 2019





## Choose your path or carve your own

New technology and the rise of the sharing economy have ushered in a new era for hospitality and tourism.

### For inquiring minds

It takes a certain type of personality to seize the opportunities on offer. This is a field for the brave and the curious. Those who embrace new cultures and enjoy being challenged by different perspectives. These traits – combined with a Les Roches degree – will open doors to high-flying careers with the giants and disruptors of hospitality and tourism.

### Your passport to global careers

A graduate education from Les Roches is your passport to a global career. Not just in hospitality, but in any industry where employers prize empathy, creativity, leadership and cultural fluency.

Or – like a third of our alumni – you can choose to go down your own path, by creating and running your own business.

Here is just a flavor of the roles our graduate students go on to secure:

**Entrepreneur ♦ Company owner**  
**Head of Operations ♦ HR Specialist**  
**Director of Sales ♦ Revenue Manager**  
**Hotel General Manager**



**“Within a couple of years,  
I was made General Manager.”**



André Jardim Fernandes Caldeira  
 Portugal  
 General Manager and Member of the Board  
 at Porto Bay Hotels & Resorts, Madeira  
 Class of 2011

(Full story → p72)





“One small restaurant eventually became Series of Intentions, a growing stable of modern food destinations.”



Sharon Lee and Javier Perez  
Singapore and Puerto Rico  
Founders of Series of Intentions, a group  
of innovative restaurants in Bali and Singapore  
Class of 2005

(Full story → p74)



# Learn from the best. Work for the best

The Les Roches name is known and trusted the world over. We're your unfair advantage in climbing the career ladder.

## Dare to disrupt

When studying at Les Roches, you quickly realize it's not just about where a postgraduate degree in hospitality can take you – it's about where you can take your hospitality insights. This could be leading an international company, driving innovation for your favorite brand, or starting the next era-defining business.

## Recruited by leading companies

The biggest brands in hospitality, luxury, finance and retail come to us to find their future leaders. Around 200 of them visit our campuses every year to recruit students for internships and full-time roles.

“I recruit all over the world and hold Les Roches students in the highest of regards. They come to us ready to work – and ready to take on the world.”



Ingrid Middleton-Mahar  
Corporate Director of Recruitment  
Pacific Hospitality Group

“We see that the skill set that the students from Les Roches have is a very good match for what we look for.”



Bruno Bassani  
EMEA Global Customer Support Team Leader  
Bloomberg

## Tap into experience

To help you find your perfect role, you'll have access to expert career counselors – each responsible for different world regions. As well as guiding and supporting you, they'll set up interviews, help you prepare, and give you advice on your options.

Some of the brands that have recruited Les Roches students and alumni:

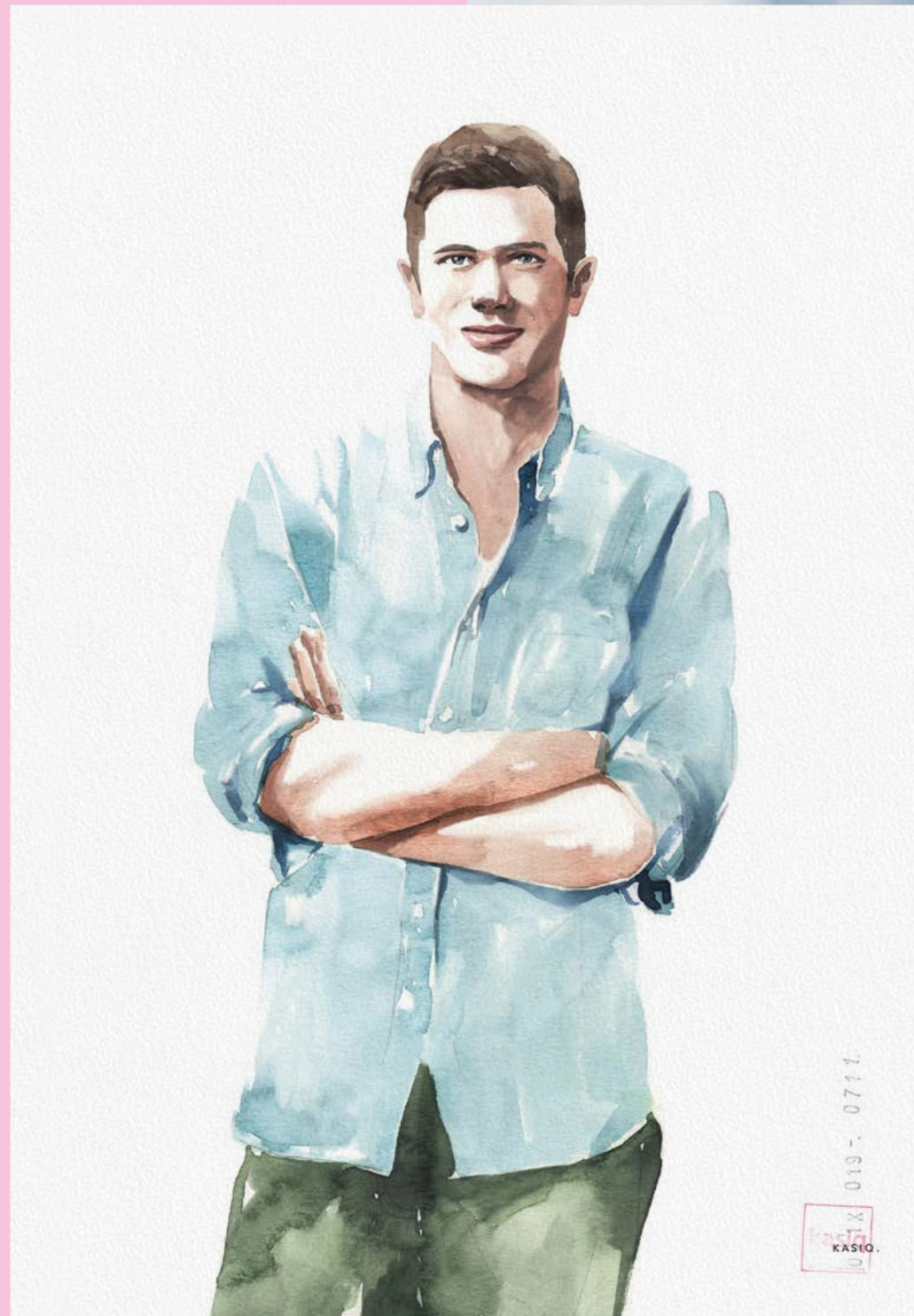


“Les Roches students learn how to search for unique experiences and satisfy their clients' emotions.”



Pierre-Olivier Aguinalin  
Louis Vuitton,  
Director of HR





Jose Fernandez  
Spain  
General Manager  
at La Granja Ibiza  
Class of 2009

# Our global family

There's no such thing as a boring Les Roches reunion. Our alumni are a fascinating mix of high-achievers who've gone on to forge careers and businesses around the world.

With 13,000 members spanning generations and continents, the Les Roches Global Alumni Association is a valuable networking resource – and proof that a hospitality degree opens all the right doors.

**“Networking for me is everything. And there's no better network than Les Roches alumni. I've had access to Presidents of countries, CEOs of Fortune 500 companies, Foreign Ministers, Attorney Generals, and so many more influencers and decision makers – all directly from alumni contacts.”**



Nicholas Allen  
Australia  
Executive Director, Illuminate Plus  
Class of 1992

Discover successful Les Roches Alumni  
from around the world at:

[lesroches.edu/success-stories](https://lesroches.edu/success-stories)



Portugal

## André Jardim Fernandes Caldeira Class of 2011

Then  
Postgraduate Diploma in  
International Hospitality  
Management



Now  
General Manager and Member  
of the Board at Porto Bay  
Hotels & Resorts, Madeira

**“As well as gaining a degree,  
I made lifelong friends,  
and even met my wife.”**

“I’m proud to be General Manager of the Vila Porto Mare, a beautiful, 443-room, four-star property on the Portuguese island of Madeira.

“I was born on the island, but I haven’t always lived here. Before studying at Les Roches Marbella, I earned my bachelor’s degree in Lisbon, studied in Hong Kong, and worked in Lufthansa’s Beijing office. Les Roches definitely attracts the globetrotting type.

“I was passionate about hospitality and came to Les Roches to deepen my knowledge of the hotel operations business. It worked – and then some. As well as gaining a degree, I made lifelong friends, and even met my wife.

“After graduating, I did six months of operational training at Hotel Copacabana Palace in Rio de Janeiro before returning to Madeira with Porto Bay Hotels & Resorts.

“Within a couple of years, I was made General Manager – first at Porto Santa Maria and then at Vila Porto Mare. I just love the excitement of this role. I wake up every morning not knowing what’s in store – but knowing it’s going to inspire me.”





Singapore and Puerto Rico

## Sharon Lee & Javier Perez Class of 2005

Then  
Postgraduate Diploma in  
International Hospitality  
Management

Now  
Founders of Series of  
Intentions, a group of innovative  
restaurants in Bali and  
Singapore

**“It started out as a class  
project – now we’re  
expanding across  
Singapore and Bali.”**

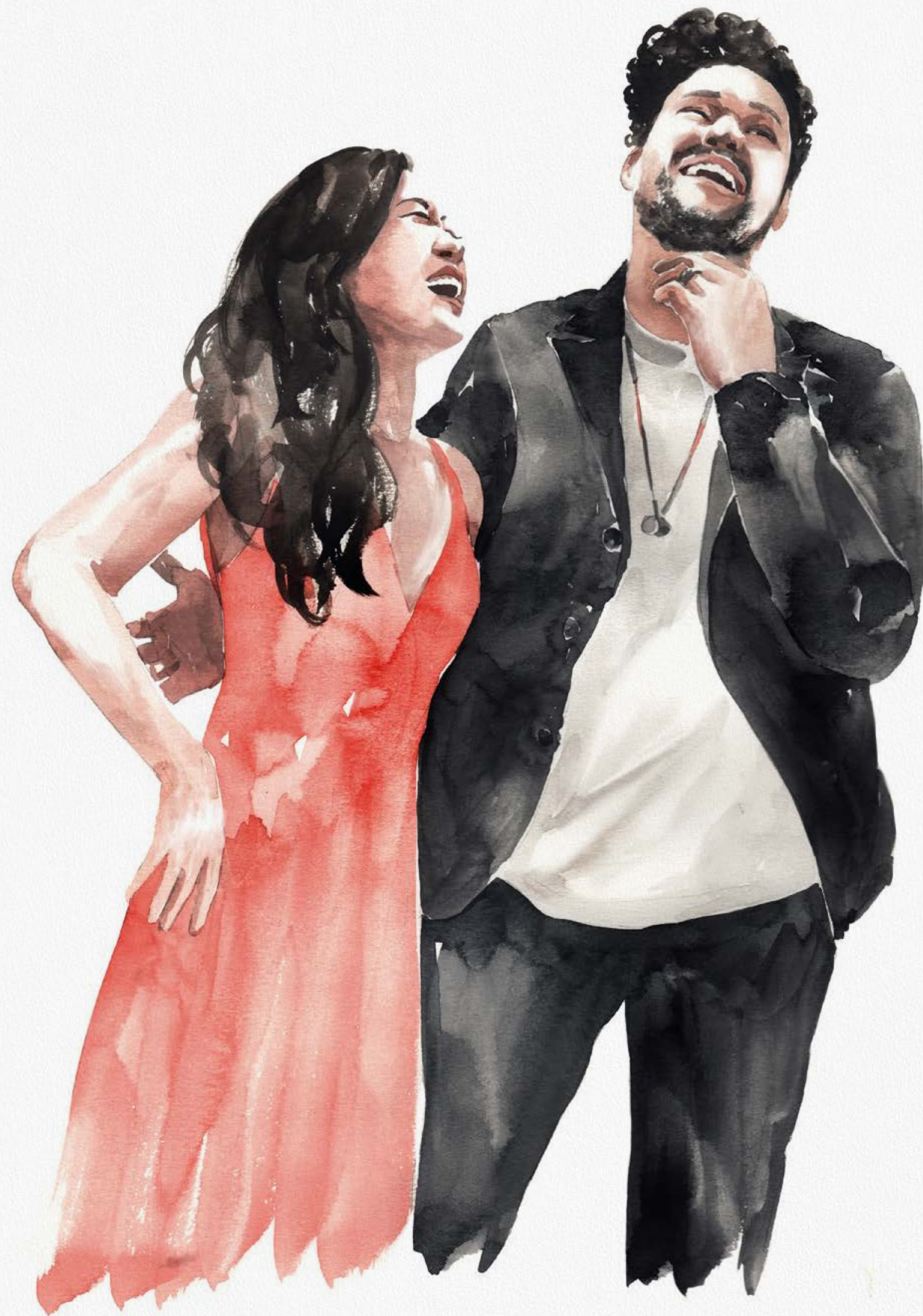
“We’re a husband and wife team. Javier and I met while studying at Les Roches Crans-Montana. He was fueled by a passion for food – I just wanted to escape my desk job. I’d always been interested in tourism and traveling – and Les Roches gave me the chance to explore something different.

“As students, we created a plan to purchase, run and market a hotel for a class project. Our finance teacher said it was one of the best projects he’d ever seen. In fact, he said he thought it could really work as a business. That was so motivating.

“After graduating, Javier and I parted ways to do management training. I joined the Peninsula Manila and he went to the Mandarin Oriental in Bangkok – but we couldn’t forget our finance teacher’s words. Opening a restaurant was our dream – and Les Roches had given us the skills, mindset and network to make it a reality.

“We moved to Singapore and one small restaurant eventually became Series of Intentions (SOI), a growing stable of modern food destinations across Singapore and Bali. We’re now expanding SOI to include comedy nights, panel discussions and local music nights. It’s very exciting.

“Javier always tells people that Crans-Montana changed his life – and not just because he met me. It exposed us to so much in such a short amount of time. Incredible.”



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KASIO.



# #lesrocheswayoflife



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Shanghai



For more information,  
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**Awards and accreditations**  
Accredited by the New England Commission  
of Higher Education (NECHE)



Affiliate member of the United Nations World  
Tourism Organization (UNWTO)



Member of Swiss Association of Student  
Organisations for Sustainability



Recognized by the Educational Collaborative  
for International Schools (ECIS)



Member of International Association supporting  
Hospitality and Tourism Education and Training  
(EURHODIP) (Les Roches Marbella)



Recognized as a degree-awarding institution  
by the education department of the Canton  
of Valais (Les Roches Crans-Montana)



Awarded the X Prize to Andalusian Excellence,  
granted by the Junta de Andalusia  
(Les Roches Marbella)



Accredited by the Shanghai Education  
Evaluation Association (SEEA)  
(Les Roches Jin Jiang, Shanghai)



Member of Swiss Learning



Member of Slow Food Switzerland



Member of the Council on Hotel Restaurant  
and Institutional Education (CHRIE) and  
EUROCHRIE (Europe)



Member of World Association for Hospitality  
and Tourism Education and Training  
(AMFORHT / WAHTT)



Member of International Hotel & Restaurant  
Association (IHRA)



Where will Les Roches take you?

Design  
opx.studio

Photography  
Daniel Annett

Illustration  
Kasiq

**Print**  
All inks and varnishes used in this print are vegetable-based ingredients, free of harmful volatile organic compounds (VOCs), and are cured using ultraviolet (UV) light.

All our UV inks and varnishes are made from non-toxic, non-mutagenic, non-carcinogenic and non-reproductive-toxic raw materials, which are safe in all probable end-of-life scenarios.

UV inks and varnishes do not dry without UV light, so they are 100% recyclable when they are wet and you do not need cleaning procedures (no need for VOCs and no creation of waste).





# R

