Let’s take life to the next level
08 – 15  Why choose Les Roches
16 – 17  The world is your campus
18 – 25  Living in Crans-Montana
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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.
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

15:1
Student to faculty ratio

3
Average internship opportunities per student each semester

100+
Number of nationalities

44%
Europe

38%
Asia Pacific

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
“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. Nested 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.
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.

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:

<table>
<thead>
<tr>
<th>Clubs</th>
<th>Events</th>
<th>Sports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sharp Speakers (public speaking)</td>
<td>Les Roches Got Talent</td>
<td>Skiing and snowboarding</td>
</tr>
<tr>
<td>Wine</td>
<td>Green Dinner</td>
<td>Tubing and yoga</td>
</tr>
<tr>
<td>Green</td>
<td>Open Mic Night</td>
<td>Mountain Kiting</td>
</tr>
<tr>
<td>Culinary</td>
<td>Cultural Night</td>
<td>Golf</td>
</tr>
<tr>
<td>Arts Society</td>
<td>World of Wines Expo</td>
<td>Rugby</td>
</tr>
<tr>
<td>Les Roches Give Back (charity)</td>
<td>Future of Hospitality Summit</td>
<td>Ice Skating</td>
</tr>
<tr>
<td>SGA (Student Governance Association)</td>
<td></td>
<td>Rock Climbing</td>
</tr>
</tbody>
</table>

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
- Roots Restaurant
- Roots Bar

- SS: Bakes, Brunches, Brats/Bar
- Street Food
- Light lunch, sushi and sandwiches
- Refreshments and snacks
- Ephemeral dinner concepts

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

Mohamed Seifi
Lebanon
MBA, Class of 2019
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)
- **Geneva** (2hrs 40mins)
- **Jungfrau** (2hrs 30mins)
- **Zurich** (3hrs)
- **Milan** (3hrs 10mins)

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

128 Michelin starred restaurants
That’s the highest density in Europe

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

Sierre is the nearest train station to Crans-Montana
“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
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.
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.

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.

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:

<table>
<thead>
<tr>
<th>Clubs</th>
<th>Events</th>
<th>Sports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cocktail</td>
<td>Theme nights</td>
<td>Kayaking</td>
</tr>
<tr>
<td>Reading</td>
<td>Sports days</td>
<td>Football</td>
</tr>
<tr>
<td>Running</td>
<td>Stage Fair (student internship)</td>
<td>Tennis</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Houses Cultural Expo</td>
<td>Beach volleyball</td>
</tr>
<tr>
<td>Nutrition and Wellbeing</td>
<td>Cancer Research Dinner</td>
<td>Stand-up paddle</td>
</tr>
<tr>
<td>Golf</td>
<td>Concordia Gala Dinner</td>
<td>Yoga</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Crossfit</td>
</tr>
</tbody>
</table>

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
  - Cocktail
  - Reading
  - Running
  - Sustainability
  - Nutrition and Wellbeing
  - Golf
- Events
  - Theme nights
  - Sports days
  - Stage Fair (student internship)
- Sports
  - Kayaking
  - Football
  - Tennis
  - Beach volleyball
  - Stand-up paddle
  - Yoga
  - Crossfit

Le Marché
- Buffet
- House of Colors Bistro
- Light meals and snacks

ONE: Origin Nature Essence
- International fusion cuisine
- El Dibro
- Fine dining

Graduate programs
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 plane from Málaga:

Barcelona
(1hr 30mins)

By plane from Málaga:

Madrid
(2hrs 35mins)

By plane from Málaga:

Paris
(2hrs 35mins)

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

48
UNESCO World Heritage sites in Spain

5
Bordering countries
Explore Gibraltar, Andorra, France, Portugal and Morocco
“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.”
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.
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.

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.

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:

<table>
<thead>
<tr>
<th>Clubs</th>
<th>Events</th>
<th>Sports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Badminton</td>
<td>Charity dinners</td>
<td>Running</td>
</tr>
<tr>
<td>Boxing Fit</td>
<td>Chinese Art and Design Competition</td>
<td>Swimming</td>
</tr>
<tr>
<td>Photography</td>
<td>Cultural Day</td>
<td>Table tennis</td>
</tr>
<tr>
<td>Chinese Apps</td>
<td>Dragon Boat Festival</td>
<td>Soccer</td>
</tr>
<tr>
<td>Mandarin</td>
<td>LRJJ Talent Show</td>
<td>Yoga</td>
</tr>
<tr>
<td>Basketball</td>
<td>LRJJ Olympics</td>
<td>Dance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tai-chi</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Options</th>
<th>Flavors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lunch</td>
<td>à la carte restaurant</td>
</tr>
<tr>
<td>Dinner</td>
<td></td>
</tr>
</tbody>
</table>

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)
- Beijing (2hrs 55mins)
- Seoul (1hr 55mins)

By plane from Shanghai:
- Hong Kong (2hrs 40mins)
- Seoul (1hr 55mins)
- Tokyo (2hrs 55mins)
- Beijing (2hrs 15mins)
- Hong Kong (2hrs 40mins)
- Tokyo (2hrs 55mins)

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

- MBA 1: 6 months + business field trip to Chicago or Shanghai
- MBA 2: 6 months + business field trip to Chicago or Shanghai

Postgraduate Diploma (PGD) in International Hospitality Management

- PGD 1: 6 months + business field trip to Dubai
- Internship: 6 months
- Postgraduate Diploma to MBA track (optional)

Master’s in Hospitality Strategy and Digital Transformation

- MiHSDT 1: 6 months + Decoding Bootcamp 4 weeks
- MiHSDT 2: 6 months + business field trip to Paris

Master’s in International Hotel Management

- MiHIM 1: 6 months
- MiHIM 2: 3 months + business field trip to Dubai

Master’s in Marketing and Management for Luxury Tourism

- MMMLT 1: 6 months
- MMMLT 2: 3 months
- Internship (optional) 6 months
- Exit route: PGD/PDD with the 6-month internship

Executive Master’s in International Hotel Management

- EMiHIM 1: 4 weeks on campus over 6 months
- EMiHIM 2: 2 weeks on campus over 3 months
- Internship (optional) 6 months
- Exit route: PGD/PDD with the 6-month internship
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)*

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

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.

Duration: 1 year
Total US credits: 28
Intakes (Switzerland and Spain): February and September
Intakes (China): March and September

Hospitality Immersion Program (2 weeks)*

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

Electives
- 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.
**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

- **Term 2 (3 months)**
  - Strategic Hotel Management in a Global Environment
  - Revenue and Asset Management for Hotels
  - Entrepreneurship and Business Modeling for Hotels
  - Event Design and Management
  - Sustainability in Business Development
  - Applied Project (Capstone Project)

- **Semester 3**
  - 6-month internship (optional)

**New!** Starting in Sept 2020

**Business field trip to Dubai, UAE**

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.

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**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

- **Module 1**
  - Mastering Digital Technologies and Innovation in the Hospitality Sector
  - New Trends and Disruptions in Hospitality
  - Design Thinking and Innovation
  - Sustainable Hotel Design and Development
  - Effective Technologies in Operations and Service
  - Advanced Digital Marketing and Tools
  - Database Management and Artificial Intelligence
  - Performance Measurement and Business Analytics
  - Decoding Bootcamps – 4 weeks

- **Module 2**
  - Developing Sustainable Strategies and Business Models
  - New Frontiers in Revenue, Channel and Demand Management
  - Finance and Value Creation
  - Ethics and CSR in the Connected World
  - Hospitality Business Strategies and Development
  - New Business Models and Start-up Ecosystem in Hospitality
  - Design Thinking and Innovation
  - Business field trip to Paris, France, or Berlin, Germany
  - Network and industry leader meetings

- **Module 3**
  - Leading Your Organization into the Digital Transformation
  - Applied Project Management
  - Multicultural Leadership and Emotional Intelligence
  - Talent Management and Team Building
  - Customer Experience, Service Excellence and Personalization in the Digital Age
  - Leading the Digital Transformation

**Semester 3**

- **6-month internship or capstone**

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.

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**Our postgraduate programs**

**Graduate programs**
### 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  
**Total US credits:** 36  
**Intakes:** September

<table>
<thead>
<tr>
<th>Semester 1</th>
<th>Semester 2</th>
<th>Semester 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Concepts</td>
<td>Building Luxury Brand Equity</td>
<td>6-month Internship (optional)</td>
</tr>
<tr>
<td>Sustainable Luxury and Ethics</td>
<td>Financial Statement Analysis and Performance Management</td>
<td></td>
</tr>
<tr>
<td>Luxury Fashion and Lifestyle Trends</td>
<td>Strategy and Value Creation in Luxury</td>
<td></td>
</tr>
<tr>
<td>Experiential Marketing</td>
<td>Leadership and Talent Management in Luxury Brands</td>
<td></td>
</tr>
<tr>
<td>Agile Digital Marketing for Luxury Businesses</td>
<td>Luxury Event Management and Communication</td>
<td></td>
</tr>
<tr>
<td>Strategic Data Analytics for Decision-making</td>
<td>Capstone Project</td>
<td></td>
</tr>
<tr>
<td>Customer Relationship Management in Luxury</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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.

*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.

### 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  
**Total US credits:** 32  
**Intakes:** September

<table>
<thead>
<tr>
<th>Term 2 (3 months)</th>
<th>Term 2 (3 months)</th>
<th>Term 2 (3 months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Practical Approach to Protocol and Etiquette</td>
<td>Crisis Management</td>
<td>Data Analytics (digital) for Decision-making</td>
</tr>
<tr>
<td>Advanced Hospitality Operations</td>
<td>International Human Resources</td>
<td></td>
</tr>
<tr>
<td>Marketing Strategies for Hotel Management</td>
<td>International Business Strategy in Hotels</td>
<td></td>
</tr>
<tr>
<td>Entrepreneurship and Business Modeling</td>
<td>Hospitality Real Estate and Investment</td>
<td></td>
</tr>
<tr>
<td>Leadership and Organizational Behavior</td>
<td>Project Management</td>
<td></td>
</tr>
<tr>
<td>Advanced Finance and Budgeting</td>
<td>Capstone Project: Hospitality Business</td>
<td></td>
</tr>
<tr>
<td>Revenue Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovative, Alternative and Sustainable Trends in Tourism</td>
<td></td>
<td></td>
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<tr>
<td>Capstone Project: Hospitality Business</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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.

*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*

Graduate programs

Our postgraduate programs

**48** **49**
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:

<table>
<thead>
<tr>
<th>Program</th>
<th>TOEFL*</th>
<th>IELTS Academic**</th>
<th>Cambridge***</th>
</tr>
</thead>
<tbody>
<tr>
<td>All postgraduate programs in Switzerland</td>
<td>550 (paper-based)</td>
<td>80 (internet-based)</td>
<td>Average 6.0 and minimum 5.5 in each component</td>
</tr>
<tr>
<td>All postgraduate programs in Marbella/Shanghai</td>
<td>525 (paper-based)</td>
<td>7.0 (internet-based)</td>
<td>Average 5.5 and minimum 5.0 in each component</td>
</tr>
</tbody>
</table>

*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 copies of passport
   - Attach detailed resume
   - Include proof of English
   - Provide proof of academic records

2. Prepare for admissions assessment
   - Within 1 week of submitting your documents
   - You’ll be contacted to schedule admissions assessment
   - Assessment may involve written exercise and interview
   - Additional documentation will be required, including motivation letter, financial sponsor letter, post-study statement

3. Receive acceptance letter – if successful
   - Within 1–3 weeks of assessment
   - 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
   - Within 15 days of receiving your letter of acceptance
   - Pay invoiced tuition fees to confirm place
   - Payment also confirms acceptance of Les Roches T&Cs

5. Receive pre-arrival support
   - Right up until you arrive
   - Welcome booth at airport and transfer to campus
   - Induction week activities
   - Arrival assistance
   - Visa support services if required
   - Pre-departure webinar
   - Live Instagram Q&As

6. Arrive on campus and start your Les Roches journey
   - First week on campus
   - Check-in and registration
Our immersive teaching
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

Katharine Pottinger
Chief Hospitality Officer, Oasis

Amir Segal
VP International, HotelTonight

Radha Arora
President, Rosewood Hotels and Les Roches Alumni

John Simmons
Regional VP and General Manager, Four Seasons Hotels and Resorts

Panos Tzivanidis
International Olympic Committee Associate Director, Hospitality, Events & Logistics

Leigh Bowman-Perks
Author of Inspiring Women Leaders and CEO, Clareo Potential

Kike Sarasola
President, Room Mate Hotels

Eric Favre
Inventor & Founder, Nespresso

Taleb Rifai
Secretary-General, United Nations World Tourism Organization

“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
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
MIBIM, 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
“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 → p76)
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-Maher
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 Aguinaldo
Louis Vuitton,
Director of HR

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A world of opportunities
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
André Jardim Fernandes Caldeira  
Class of 2011

"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.”
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.

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“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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#lesrocheswayoflife

For more information, follow the QR code and speak with us on WeChat

lesroches.edu
lesroches.edu/apply
info@lesroches.edu

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)

Awards and accreditations
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?

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).