

# *Hotelschool The Hague*

## Education and Exam Regulation

**Programme name: Master of International Hospitality Management**  
**CROHO-nummer: 70177**

Degree (in full) Master of Business Administration in International Hospitality Management

Degree (abbreviation) MBA.HM

The Education and Exam Regulation (EER) is part of the study programme-specific part of the Hotelschool The Hague Student Charter.

This EER is adopted by the Board of Directors on 2 July 2018, after consent by the Education Committee and the RAC on 22 June 2018.

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# CHAPTER 1 GENERAL

## Article 1.1 Definitions

<b>Academic year</b>	The academic year starts on 1 September and ends on 31 August of the subsequent year as referred to in article 1.1 under k of the WHW.
<b>Accreditation</b>	The quality mark that expresses that the quality of a course has been assessed positively by the Nederlands-Vlaamse Accreditatie Organisatie (NVAO - Dutch-Flemish Accreditation Organisation).
<b>Appeal Committee for examinations</b>	A committee of appeal for students designated by Hotelschool The Hague as defined in Article 7.60 and 7.61 of the WHW.
<b>Assessment (interim exam / examination / test)</b>	An investigation of the knowledge, understanding and skills of the student, the outcome of which is an appraisal as determined by an examiner and is the (part) conclusion of a course. The appraisal can consist of one or multiple exams or interim exams. An assessment can take the following forms: 'final assignment' (written exam), 'final product', 'oral assessment', 'skills assessment', 'final presentation', or 'portfolio'.
<b>Assessment Committee</b>	A committee designated by the Exam Committee to establish the assignments, exercises, assessment standards and assessment criteria, and provide the programme with advice in the area of testing.
<b>Block</b>	A period of 10 weeks during which education is provided and examinations are held.
<b>Board of Appeals for Higher Education</b>	An Appeals Board established by the government for the assessment of an appeal against a decision made by a body of Hotelschool The Hague under the terms of the WHW or internal regulations.
<b>Board of Directors</b>	Board of Directors of Hotelschool The Hague as referred to in article 10.2 of the WHW in conjunction with articles 4 up to and including 15 of the statutes of the Hotelschool The Hague Foundation.
<b>BRP</b>	The municipal records contain the personal details of everybody who lives or has lived in the Netherlands. It is mandatory for students to register.
(Basisregistratie Personen)	

<b>Course (unit of education)</b>	A part of the educational programme that is concluded with an assessment (exam/interim exam), as referred to in article 7.3 paragraph 3 of the WHW and to which a number of ECs are linked.
<b>Course table</b>	An overview of all units of education at Hotelschool The Hague, Master programme, including course components, the appraisal method and ECs per course unit.
<b>CROHO</b>	The Central Register of Higher Education as referred to in article 6.13, paragraph 1 of the WHW in which all study programmes are listed for which, if completed successfully, provide an official, graded degree certificate as determined by the WHW.
<b>Curriculum</b>	The study programme of the Hotelschool The Hague's Master programme. A cohesive group of courses through which a student can acquire a master level of Professional Duty Categories and Professional Excellence Categories.
<b>Didactic concept</b>	A framework of regulations within which the study programme is developed and offered.
<b>Diploma supplement</b>	A supplement as referred to in article 7.11 paragraph 4 of the WHW that is a supplement to the degree certificate with the objective of providing insights into the nature and the content of the completed course, also in view of the international recognition of courses. The supplement is drawn up in English and complies with the European standard format.
<b>DUO</b>	The Dutch Organisation for the Execution of Education, part of the Ministry of Education, Culture and Science.
<b>European Credit (EC)</b>	The unit for measuring study load as referred to in article 7.4 of the WHW, in which 1 credit (EC) represents 28 hours of study. ECs are awarded when an assessment is passed successfully.
<b>ECTS</b>	European Credit Transfer System.
<b>Education Committee</b>	A committee as referred to in article 10.3c of the WHW that provides the Management Team and/or Board of Directors with advice concerning the EER. In addition, the committee conducts an annual review of the implementation of the EER and gives requested or unrequested advice on all other matters related to education.
<b>EER</b>	Education and Exam Regulations as determined by the governing body of the school.
<b>Essential Course (EsC)</b>	A course based on professional practice and in which theoretical knowledge and models and conceptual skills are developed on the basis of complex, real-

life assignments.

<b>Exam</b>	The whole of the successfully completed assessments for the courses belonging to the study programme (article 7.10, paragraph 2, WHW).
<b>Exam Committee</b>	The committee of persons as referred to in article 7.12 of the WHW.
<b>Examiner</b>	Person appointed by the Exam Committee for administering one or more interim assessments or parts thereof as determined in article 7.12c paragraph 1 of the WHW.
<b>Exemption</b>	The Exam Committee may grant exemption from participating in one or more assessments on the grounds of a certificate, diploma or degree in higher education, or other evidence that the student has fulfilled the requirements outside of higher education.
<b>Fraud</b>	Any act (including plagiarism) or failure to act of which the student was aware or should have been aware that renders it impossible (in part) to correctly judge the student's knowledge, understanding, skills, competences, (professional) attitude and reflection.
<b>Full-time programme</b>	An education programme that is so structured that it does not take any other activities into consideration other than those related to education.
<b>Governing body</b>	The Board of Directors of Hotelschool The Hague.
<b>HBO master course</b>	A higher professional education programme as determined in article 7.3a, paragraph 2 of the WHW.
<b>Higher Education Register</b>	(BRON-HO) as referred to in article 7:52 of the WHW in which data are recorded by DUO of those who are or have been enrolled at a college or university.
<b>Hotelschool The Hague Legal Protection</b>	Service as referred to in article 7.59a of the WHW where all appeals, objections and complaints made by students with regards to legal protection are lodged.
<b><a href="http://MyHotelschool.nl">http://MyHotelschool.nl</a></b>	Digital work environment for students and staff of Hotelschool The Hague.
<b>Impairment</b>	All disorders of a chronic nature that may lead to a study delay. This can be a physical disability, a sensory handicap, psychiatric impediment, a speech impediment, dyslexia/ dyscalculia, autism spectrum disorder, AD(H)D, and chronic illness.

<b>Institute tuition fees</b>	Tuition fees that a student has to pay to enter the Master programme.
<b>Irregularities</b>	Non-compliance by the student with the rules for a correct process during assessments, as referred to in Appendix 1, or if fraud is committed.
<b>Lecturer</b>	Employee who is responsible for the autonomous provision of education and supervision of the educational process, in combination with general teaching duties for the benefit of students and Hotelschool The Hague.
<b>OSIRIS</b>	Student Information system for the registration of study progress.
<b>Professional Competency (PC)</b>	Final attainment level. A combination of professional knowledge, skills and attitude describing a certain responsibility or task within the professional practice as taught by Hotelschool The Hague to students. The study programme consists of 5 PCs.
<b>Service Desk</b>	A communications center that provides a single point of contact (SPOC) between HTH departments and its students.
<b>SIS</b>	Student Information System. Hotelschool The Hague uses the Osiris student information system.
<b>Smartcard</b>	Identification card issued by Hotelschool The Hague for employees as well as students.
<b>Student</b>	Person who is enrolled at Hotelschool The Hague as a student, as referred to in article 7.32 of the WHW.
<b>Student Charter</b>	The Student Charter as referred to in article 7.59 of the WHW comprises a description of the rights and obligations of students. The Student Charter consists of a general part specific to the institute and an education-specific part.
<b>Student Counsellor</b>	Employee whose duty it is to counsel, inform and advise (potential) students in the area of study, education and personal situation/circumstances.
<b>Studielink</b>	Internet platform for registration and enrolment, and changes in personal details registered at institutes of higher education and the Agency for the Administration of Education (DUO).
<b>Study Guide</b>	Guide published by Hotelschool The Hague once per academic year containing information about general school affairs, activities and organisation of the school,

student facilities and course content of the Master programme.

**Study load** Study load expressed in ECs as referred to in article 7.4 paragraph 1 of the WHW.

**Testimonial** Document, as specified in Section 7.11, paragraph 1 and 2 of the WHW.

**WHW** Higher Education and Research Act

## **Article 1.2 Applicability of the regulation**

The Education and Exam Regulation is applicable to all master students who are enrolled at Hotelschool The Hague.

## **Article 1.3 Ratification and amendments to the regulation**

1. The provisions specific to the EER are determined by the Board of Directors. Ratification occurs only after the Education Committee has given its advice/consent and after the Representative Advisory Council has given its advice/consent, in as far as this is required.
2. Periodic evaluations will be held to see whether amendments to the EER are required. Any amendments have to conform to the provisions of article 1.3, paragraph 1.
3. Amendments made in the academic year may only be accepted on the condition that the interests of the students concerned are not prejudiced.
4. If the interests of an individual student are prejudiced as a result of an interim amendment, the student in question may submit a substantiated appeal to the Exam Committee against the application of the amendment in question. After the Exam Committee has conducted an investigation, it will subsequently give its well-reasoned decision in which the individual interests of the student and the interests of the quality of the educational programme, as well as the options for the student's judicial protection have been weighed.



# **CHAPTER 2 PREVIOUS EDUCATION, ENTRY REQUIREMENTS, SELECTION AND EXEMPTIONS**

## **Article 2.1 Educational requirements**

Applicants for a Master programme must be in possession of a bachelor degree certificate in international hospitality management or a bachelor degree certificate in the fields of economy, business administration or management.

## **Article 2.2 Foreign degree requirements**

1. When a prospective student with a degree awarded at an institute outside the Netherlands applies for the Master programme, the Master Programme Director will establish the comparability with a Dutch degree. In case of doubt an external advice of the Nuffic is asked.

2. Those referred to in the first paragraph will be considered if:

a. the foreign qualification is at least equivalent to a Dutch degree certificate that would give access to the programme; and

b. the person in question can demonstrate a suitable level of written and oral command of the language of instruction so that he/she is deemed able to follow the programme. The Essay as part of the selection must be at final Dutch bachelor level.

3. Foreign students who do not have the Dutch nationality, who are 18 years or older on the first day the course starts for the first time for which registration is sought, should on that day demonstrate lawful abode within the meaning of article 8 of the Aliens Act 2000.

4. Foreign students with a residence permit are required to achieve at least 50% of the credits of the academic year in question. Should the score be lower, the Immigration and naturalisation Service (IND) will be alerted, unless there are special circumstances which prevent the student from meeting his/her obligations. Such notification may be omitted once per course programme.

## **Article 2.3 Selection**

Hotelschool The Hague entry policy is based on selecting students who want to enrol for the Master Programme. The application and selection procedure and criteria are described in the Application and selection regulation of Hotelschool The Hague.

# **CHAPTER 3 CONTENT AND ORGANISATION OF THE PROGRAMME**

## **Article 3.1 Aim of the programme**

1. The programme is intended to provide the student with a well-designed, integrated programme of knowledge and skills with regard to analysing, designing and implementing service concepts, so that after completing the programme, students possess a coherent set of knowledge, attitude and skills enabling them to conduct a professional performance of tasks that are derived from the learning outcomes of the course.
2. The competencies for which the programme trains students are listed in appendix 3 of the EER.

## **Article 3.2 Course programme**

The Master programme has been designed as a full-time educational programme.

## **Article 3.3 Language**

The Master programme is taught in English and all assessments are taken in English

## **Article 3.4 Scale and duration of the Master Programme**

1. The Master programme consists of 75 ECs, a total of 2100 study hours.
2. The Master programme is divided into 5 blocks of education with a duration of 10 weeks per block.

## **Article 3.5 Structure of the programme**

1. The programme consists of 14 courses for which a student, on satisfactory completion of the assessments, is awarded the appropriate number of ECs. The description of the courses can be found in Appendix 2 of this EER.
2. The courses will be taken following a fixed schedule which is made available to the students per block via Myhotelschool.
3. The following statements are described in greater detail in the Master programme Study Guide, appendix 4 of the EER:
  - The defined and the minimal achievable course load per course.
  - The content and structure of each course.
  - The learning objectives of each course.
  - The assessment forms per course, the assessment methods and the assessment criteria.

### **Article 3.6      Assessment form guarantee**

The form of the assessment of a second or following assessment during the same academic year of the first sitting must be the same form as the first assessment. If an assessment cannot be retaken in a comparable assessment with the same areas of knowledge, skills or attitude in a following block, the student must, in the event of a fail, be offered an opportunity to retake the assessment.

This opportunity, as determined by the Exam Committee at the request of the examiner concerned, may be in the form of an additional or substitute assignment and/or other form of assessment, providing the same criteria are examined.

### **Article 3.7      Assessment content guarantee**

A second or following assessment during the same academic year of the first sitting must assess the same educational content as the first assessment. If the student retakes an assessment in a different academic year, the student is responsible for becoming familiar with any changes in content.

# **CHAPTER 4 STUDENT TUTORING AND PROGRESS**

## **Article 4.1 Personal Tutoring**

1. The student is responsible for regularly monitoring his/her study results and study progress on *Osiris*.
2. The student will be invited to three meetings throughout the duration of the programme to discuss any subject. These are individual meetings.
3. If the student has problems of a personal nature and/or these are not directly linked to the course programme, the student can discuss this directly with the Student Counsellor.

## **Article 4.2 Record of student progress**

1. The Programme ensures that the student's academic achievements are carefully and accurately registered.
2. The students have access to their academic achievements at all times through an internet link with the Osiris student records system.
3. It is the student's responsibility to monitor the accuracy of their results in the school's student records system (Osiris) for the programme. In the case of incorrect or incomplete records in the system, the student is to report to the examiner concerned and/or the Service Desk.
4. Grades are considered to be definite 5 working days after the assessment review has occurred, unless the student submits an appeal to the Exam Committee. The Exam Committee objection procedure is described in chapter 6.

## **Article 4.3 Disenrolment and interruption of enrolment**

1. Each student has the right to terminate his/her studies in the course of the academic year and disenrol from the programme.
2. Disenrolment and therefore termination of the study within the academic year results in reimbursement of a limited part of the tuition fees. At least half (50%) of the tuition fees must always be paid. After formal disenrolment, the student has the right to restitution of 1/12 of 50% of the tuition fees for each month of the remaining academic year, as of the first day of the month following the student's formal disenrolment.

## **Article 4.4 Students with impairment**

1. Students with impairment are legally entitled to effective provisions, unless they form an unreasonable burden for the institute.
2. Provisions must serve to remove or reduce obstacles so that the student has the opportunity to successfully complete the programme. Provisions must help the student to be independent and participate as fully as possible. The provisions may involve adaptations to the educational programme (including placements), time table, testing, educational tools and other educational facilities.

3. The Exam Committee decides on requests for provisions related to taking part in assessments taking into account the requirements the school poses regarding knowledge, understanding and skills necessary to obtain the degree as referred to in article 7.2.

4. A student wishing to qualify for specific provisions referred to in the second paragraph, must apply to the Student Counsellor.

Within 10 working days after the application is received, the student will receive an invitation for an interview, which will take place no later than 20 working days after receipt of the application. In the interview, the impairment of the student will be charted and the provisions discussed that could support the student during his study. The student ensures that (s)he brings the necessary written evidence provided by an independent expert documenting the impairment. On the basis of the interview, the Student Counsellor and student compile a document that contains a request for provisions and the Student Counsellor's recommendations. This document is signed by both parties. Depending on the nature of the provisions, the student also submits the document as a request to the Exam Committee as noted in paragraph 3 and/or the Master Programme Director.

5. A decision will be made within 4 weeks after receipt of a request as noted in paragraph 4, unless a request necessitates further investigation. In that case the student will be given a definite answer when a decision on his/her request will be made.

# CHAPTER 5 ASSESSMENT

## **Article 5.1      Assessment**

1. Each education unit is concluded by means of an assessment. An assessment can consist of one or several components.
2. If all assessment components of the education unit are passed, the ECs are awarded for the education unit are registered in Osiris, the study progress monitoring system.
3. All forms of assessment include an investigation of the knowledge, the understanding and the skills of the student, as well as the results of that investigation.
4. An assessment can be either oral, written or in some other form. The assessment method is indicated per education unit in the Study Guide appended to this document.
5. In special cases the Exam Committee is authorised, on the basis of a written and motivated request, to determine in what way/how an assessment will be taken other than stated in the course guide. The Exam Committee has a period of four weeks after receipt of the request in which make its decision. It is the responsibility of the applicant to submit the request in time.

## **Article 5.2      Organization of assessments (WHW article 7.13 paragraph 2)**

At the beginning of each academic year, the Master programme Study Guide (appendix 4) will include the following details with regard to assessments:

- a. The content (subject matter) of the assessment;
  - b. The requirements the student must fulfil in order to pass;
  - c. The number of ECs for the education unit for which the assessment is the conclusion;
  - d. The form of the assessment;
- If applicable:
- e. Any materials that students are permitted to use during the assessment;
  - f. Whether participation in the course is mandatory or not;
  - g. Deadlines for submitting reports and assignments.

## **Article 5.3      Assessment chances**

1. Every academic year students are offered two chances to take the same assessment. Not taking part at the assessment means that the student will lose a chance and this will be registered in Osiris as NOSHOW.
2. A student is only allowed to resit an assessment if he/she failed to pass the assessment.
3. The date and time for the resit is set after consultation between the programme director, the course lecturer and the student. Objective is to organize the resit maximum 6 weeks after the first assessment.
4. The first assessments are held at the end of the block in which the course is offered.

## **Article 5.4 Registering for assessments**

1. Students are (automatically) registered for assessments and/or resits in Osiris.
2. Students are registered for all assessments noted in the Study Guide
3. If a student is (no longer) enrolled as a student at Hotelschool The Hague and still takes part in an assessment, the assessment will be declared invalid and the no result will be registered.

## **Article 5.5 Assessment procedures**

1. A written assessment occurs under the supervision of at least two invigilators.
2. The student must comply with all instructions given by the examiner or invigilator. The permitted assessment aids are stated on the front page of the assessment in question.
3. The student is not allowed to take the assessment questions with him/her after the assessment.
4. Results of the assessment may not be issued before the end of the assessment concerned.

## **Article 5.6 Provisions**

The Exam Committee is authorised in special cases (for example for students with an impairment), to stipulate a different form of examination or additional aids than those determined by the examiner.

## **Article 5.7 Assessment evaluation**

1. All assessments are evaluated by examiners involved in conformity with assessment criteria and assessment standards that are set and published in the Study Guide. Course evaluations are conducted in a cycle time of once per year per course (see appendix 5). These evaluations provide input for the improvement of the courses.
  2. In the event that the Exam Committee has stipulated that experts external to the school are involved in the assessment, the manner in which they are involved is described in the appropriate course module of the Study Guide.
  3. One or several of the following assessment criteria are applicable:
    - a) Writing a report or completing an assignment (quantitative);
    - b) The degree in which the criteria specified for a report or assignment are fulfilled (qualitative).
  4. The assessment of each examination is expressed on one of the following scales:
    - a) A grade between 1 and 100.
    - b) PASS Sufficient  
FAIL Insufficient  
INVALID Declared invalid  
NO SHOW Did not attend  
EXEMPTION Exempted
- In appendix 2 the scales of the different assessments of the courses are expressed.
5. The assessment is passed if a mark of at least 55, a PASS, or Sufficient has been graded. Assessments that have been successfully passed, may not be retaken.
  6. The grades are always rounded numbers – fives and tens (50, 55, 60, 65, 70, 75 etc.). As from academic year 2017 (intake September 2017) the grades are always rounded numbers on a scale of 1-100 (56, 59, 63, 79 etc.).
  7. The grades on the grade list that is distributed together with the

assessment certificate are rounded whole numbers – fives and tens (50, 55, 60, 65, 70, 75 etc.). As from academic year 2017 (intake September 2017) the grades on the grade list that is distributed together with the assessment certificate are rounded off to whole numbers.

8. The assessment for the course programme can be awarded the title 'Cum laude' (Excellent) if the student has achieved the following conditions:

- a) the student has passed all assessments at the first attempt;
- b) the student has been awarded a 70 or higher for each education unit for which a numeric grade is awarded;
- c) the weighted average of all the education units of the programme for which a numeric grade is awarded is at least 80.

### **Article 5.8      Announcement and registration of assessments and ECs**

1. As proof that an assessment has been taken, the result is made known by the examiner and registered in Osiris. This must be done within 10 working days after the day on which the assessment was taken.
2. No rights can be derived from temporary grades.

### **Article 5.9      Right to inspection and archive**

1. An assessment review is organised, preferably in week 3 of each block and not later than week 5. Students have the right to inspect their corrected work (including the assessment assignments) for the written assessment and the evaluation.
2. All of the written assessments and their accompanying written appraisals are stored for a period of at least 12 months after the assessment in question was held.
3. All of the assessed written graduation work for the final course 'Consultancy Project', including the written evaluations, is kept for at least 7 years after the defence has been held.
4. All the forms of assessment that are not named in paragraphs 2 and 3 (reports, assignments, recorded oral tests) including accompanying appraisals, are stored for a period of at least 1 year following the assessment.
5. Copies of certificates and accompanying grade lists are stored for a period of 50 years in accordance with the law on archiving.
6. If necessary, the time periods noted in paragraphs 2 to 5 may be extended in connection with an appeal procedure.

### **Article 5.10      Exemption from participation in courses or course components**

1. Should the student believe him/herself to be eligible for exemption from one or more assessments that form part of one or more education units, (s)he should submit a request in writing to the Exam Committee. The student has to motivate the request with the results of similar assessments or examinations that demonstrate that the student has successfully completed said assessment elsewhere in higher education, or provide evidence of competences achieved outside of higher education.
2. The Exam Committee evaluates the request on the grounds of the evidence provided that shows that the student has fulfilled the requirements of the assessment in question. The Exam Committee may also determine that the student demonstrates the achieved competences in another form of assessment.



Should this be decided, the Exam Committee will draw up a document describing the content and procedure and make it available to the student in question.

3. The Exam Committee will approve a request for exemption should the student, in their opinion, have complied with all the requirements for (part of) the assessments and/or tests of the education unit(s) in question. The Exam Committee will inform the student in writing of their decision within 4 weeks of the date of notification.

4. Should exemption be granted, the student receives confirmation in writing.

5. The date of signature of the exemption will be entered into Osiris and deemed valid as the date for which the assessment for (part of) the education unit has been passed. It is a student's responsibility to request exemption timely.

## **Article 5.11 Irregularities and fraud (WHW article 7.12b, paragraph 2)**

1. If there is a suspicion that a student is guilty of an irregularity or fraud, the examiner or invigilator notes this in the report and sends it as soon as possible to the Exam Committee.

2. An irregularity means that the student does not adhere to the rules stipulated for the smooth running of an assessment.

3. Fraud includes:

a) borrowing from or copying from the work of other students who have taken or are taking part in the assessment and subsequently presenting this work as their own authentic work;

b) plagiarism: borrowing from or copying of text without acknowledgement of sources from articles or other written work, either by "copying and pasting" from digital documents, or by retyping passages verbatim;

c) consulting sources that are not allowed during the test;

d) intentional incorrect representation of research results in a research report;

e) consciously giving others the opportunity to commit fraud;

f) an attempt to commit fraud.

4. A report of irregularity or fraud is discussed at the first meeting of the Exam Committee after the official report has been received and where the method of investigation of the reported act is decided. Before the Exam Committee makes its decision on the reported irregularity or fraud, the student and any other parties involved are given the opportunity to be heard.

5. After receipt of the official report about a detected irregularity or fraud, the student is informed by the Exam Committee that the examination will not be appraised until the Exam Committee has decided what consequences it will attach to their findings.

6. In the event of an irregularity or fraud, the Exam Committee may decide that:

a) the work will not be awarded a grade, or a given grade may be declared invalid;

b) if the irregularity or fraud is discovered after the assessment is finished, the student can be refused a certificate of the programme or the student can be required to return his certificate whereby the Exam Committee can determine that the student in question will receive the certificate only after he has retaken the assessment in the components as designated by and in a manner determined by the Exam Committee;

c) the right of the student to take one or more of the programme assessments as designated by the Exam Committee, is withdrawn for the duration of 12 months

d) in the case of serious irregularities or repeated acts of fraud, the Board of Directors can recommend to permanently terminate enrolment in the education

programme.

A combination of measures is also possible.

7. If the Exam Committee decides that there was no irregularity and that no fraud was committed, the assessment will be evaluated or, if that is not possible, the Exam Committee will make a special provision.

8. The Exam Committee will meet and makes its decision within four weeks after receipt of the assessment report describing an irregularity or fraud.

9. Fraud can be said to have occurred if before, during or after the definite assessment results have been determined, that it is discovered that the work to be assessed is as a whole or in part the work of others (with the exception of correct acknowledgments), is borrowed or taken using prohibited methods, and/or produced under a false identity.

## **Article 5.12      Student copyright**

1. The copyright of products produced by students as part of the education programme are the property of the students, unless agreed otherwise.

2. The Hotelschool may agree with the student that the Hotelschool is exempted from the duties arising from either the obligations arising from the copyrights or that the name of the Hotelschool is mentioned on the products.

3. Without prejudicing the provisions of the second paragraph, the Hotelschool will hold a digital copy of a final report or research thesis which may be used for educational or publication purposes. This stipulation may be deviated from if the nature of the final report or research thesis is confidential.

# **CHAPTER 6 CONDITIONS FOR DEGREE CONFERRAL**

## **Article 6.1 Notification of assessment results**

The Exam Committee formalises the results of all the assessments after the Exam Committee has investigated whether the student has fulfilled all of the pertinent requirements for the assessment in question. On the examination date set by the Exam Committee, the student must be enrolled as a student of Hotelschool The Hague.

## **Article 6.2 Conferral of degrees**

The Board of Directors confers the Master of Business Administration International Hospitality Management degree to students who have successfully passed all assessments and have been awarded all the compulsory 75 ECs that constitute the education programme.

## **Article 6.3 Certificates (WHW article 7.11)**

1. The degree certificate awarded for the Master of International Hospitality Management contains (at least) the following information:
  - a) The name of the institute and of the study programme as registered in the Central Register of Higher Education Study Programmes (CROHO);
  - b) What components were included in the examination;
  - c) What degree was conferred;
  - d) The date of the institute's previous accreditation;
  - e) The date when the degree was obtained, the date of the last achieved result.
2. The Exam Committee adds a supplement to the certificate. This supplement is written in English and complies with the standard European conditions for academic certificates. The supplement includes:(at least) the following information:
  - a) The name of the study programme and the name of the institute;
  - b) A statement that the study programme is a higher professional education course (HBO);
  - c) A description of the content of the study programme;
  - d) The programme's study load.
3. The Board of Directors is responsible for the design and approval of the format of the degree certificate and the degree certificate supplement.

## **Article 6.4 Certificate on leaving school**

At the request of a person who has passed one (or more) assessments and for whom no degree certificate can be awarded as described in earlier articles of this Chapter, the Exam Committee can issue a statement in which those assessments that have been completed successfully are noted.

# **CHAPTER 7 EXAM COMMITTEE AND EDUCATION COMMITTEE**

## **Article 7.1 Appointment of Exam Committee and examiners**

1. The Board of Directors appoints an Exam Committee, in conformity with article 7.12 of the WHW. The Exam Committee appointed for the Bachelor programme is currently also the Exam Committee for the Master programme.
2. The Exam Committee is the body that in an objective, professional and independent manner, determines whether a student fulfils the requirements stipulated in this regulation regarding the knowledge, understanding and skills necessary for the award of the degree referred to in article 7.2 of the EER.
3. The Board of Directors determines how many members sit on the Exam Committee.
4. The Board of Directors appoints a member of the Exam Committee for a period of 4 years; a member is eligible for reappointment once only.
5. At least one member is a lecturer at Hotelschool The Hague. External members may also sit on the Exam Committee or an external expert may be consulted. An external member or external expert is a person who is not linked to Hotelschool The Hague. Members of the Management Team of Hotelschool The Hague are not allowed to be a (advisory) member of the Exam Committee.
6. When the Exam Committee is set up, a Chair, Secretary and their deputies are appointed.
7. The Chair has the authority to summon a meeting of the Exam Committee.
8. The meetings are led by the Chair of the Exam Committee. If he/she is absent and cannot attend the meeting, the Deputy-chair will chair the meeting. If he/she is absent, the attending members appoint a Chair.
9. The duties of the Secretary of the Exam Committee include the following: prepares the meetings, determines the urgency of the submitted requests, is responsible for minutes, ensures the distribution/availability of reports for inspection, safeguards the decisions taken in the meetings, and is responsible for archiving the requests and topics that are dealt with.
10. The Exam Committee meets in plenary session according to a previously set schedule to deal with current affairs. An extra meeting can be scheduled for urgent matters.
11. The Exam Committee decides by majority vote. The Exam Committee strives to reach decisions on the basis of consensus. If the vote is tied, the opinion of the Chair is decisive.
12. The Exam Committee can only make a decision if at least two-thirds of the members attend the meeting. The Exam Committee makes decisions by taking a majority vote.
13. After a meeting of the Exam Committee, the student concerned must be notified of the decision immediately by a member of the Exam Committee. The written decision has to be sent to the student concerned within 10 working days.
14. The student may appeal to the Appeal Committee against the decisions of the Exam Committee or an examiner within six weeks. In its decision the Exam Committee has to inform the student of this possibility.
15. In extremely pressing or urgent cases the Chair of the Exam Committee or in his/her absence the Deputy-chair is authorised to make a decision. In these cases the Chair must report this directly to the full Exam Committee. In the next meeting of the Exam Committee the Chair or deputy-chair has is

accountable to the Exam Committee.

16. If a student submits a request or a complaint to the Exam Committee involving an examiner who is a member of the Exam Committee, then the examiner in question will take no part in the handling of the request or of the complaint.

17. The Board of Directors ensures that independent and professional functioning of the Exam Committee is sufficiently guaranteed.

18. A member of the Exam Committee may terminate his/her membership at any time via a letter of resignation to the Board of Directors.

## **Article 7.2 Duties and authorities of the Exam Committee**

1. The statutory duties and authorities of the Exam Committee are:

a) Awarding degree certificates to students who have completed the assessments successfully.

b) Establishing, in an objective and competent manner, whether a student fulfils the conditions as outlined in the Education and Exam Regulation with regard to the knowledge, understanding and skills required to earn a degree;

c) Monitoring and safeguarding the quality of interim exams and examinations;

d) Establishing rules and guidelines within the framework of the Education and Exam Regulation to assess and determine the results of (interim) examinations;

e) The right to deprive a student who has committed fraud of the right to take part in one or more assessments for a period stipulated by the Exam Committee with a maximum duration of 2 blocks. In the case of serious fraud and at the suggestion of the Exam Committee, the Board of Directors may decide to expel the student concerned from the institute;

f) Appointing examiners for the purpose of the administration of assessments and the results thereof, as determined in article 7.12c of the WHW. Only members of staff who are encumbered with the autonomous provision of education in the relevant course and experts from outside the Hotelschool may be appointed as examiner. Examiners provide the Exam Committee with the requested information;

g) Determining assessment policy;

h) Determining rules with regard to the duties and authorities, as referred to in paragraphs a to g inclusive of this article, and with regard to the measures it can take in that respect;

i) Acting as a party on behalf of the school or, if a student lodges an appeal with the Appeal Committee.

2. The Exam Committee accounts for its activities in an annual report at the end of the academic year. This report is sent to the Board of Directors.

## **Article 7.3 Appointment and composition of Education Committee**

1. The Board of Directors has appointed an Education Committee for the educational programme, as determined in article 10.3c of the WHW. The Education Committee appointed for the Bachelor programme is currently also the Education Committee for the Master programme.

2. The number of members of the Education Committee for both the Bachelor and Master programmes together is between 8 and 10.

3. Half of the members of the Education Committee referred to in paragraph 2

are chosen from among the students. The Management team and Board of Directors of Hotelschool The Hague may not become a member of the Education Committee.

4. Should the number of candidates be greater than the number of vacant positions on the Education Committee, elections are held. Should there be fewer election candidates than vacant positions in the Education Committee, those candidates will be considered chosen providing they meet the requirements.

5. A lecturer member of the Education Committee is appointed for a period of 2 years and can be re-appointed three times. The term for a student member is at least 1 year and he/she can be re-appointed once if the student is enrolled in the education programme and follows the courses.

6. Any member who is selected to fill an interim vacancy will continue for the remainder of the term of the member in whose place he/she has been appointed or elected.

7. Membership of the Education Committee ends when the term of office expires comes to an end or when the member is no longer part of the department/section upon which his/her membership was based.

8. A member of the Education Committee may terminate his/her membership at any time by notifying the Board of Directors in writing.

9. The Chair of the Education Committee is responsible for the recruitment and selection of the employee and student members of the Education Committee.

## **Article 7.4      Duties and authorities of the Education Committee**

1. The duties and authorities of the Education Committee for the Master programme are:

a) issuing recommendations or consent as far as this is required on the Education and Exam Regulation to the Board of Directors before it is approved by the Board of Directors; the aforesaid recommendations are submitted to the Representative Advisory Council for their information as soon as possible;

b) annual evaluation of the way in which the Education and Exam Regulation is implemented;

c) issuing recommendations, either on request or on its own initiative, to the Board of Directors or the Master Programme Director on all other matters pertaining to education in the course programme; the aforesaid recommendations are submitted to the Representative Advisory Council for their information as soon as possible.

## **CHAPTER 8 CLOSING PROVISIONS**

### **Article 8.1 Unforeseen matters**

In situations not provided for by these regulations the Master programme Director decides.

### **Article 8.2 Legal Protection possibilities**

1. The student has the right within six weeks after notification of a decision by the Exam Committee or an examiner, to lodge an appeal via Hotelschool The Hague Legal Protection.
2. An appeal must be sent by email to [legalprotection@hotelschool.nl](mailto:legalprotection@hotelschool.nl) and by post to Brusselselaan 2, 2587AH Den Haag.
3. An appeal can be submitted by an authorized representative of the student, if the appeal is accompanied by a written power of attorney signed by the student.
4. In Chapter 9 of the Hotelschool The Hague Student Charter, the procedure for the Appeal Committee is set out in more detail. Additionally, in Chapter 9 of the Student Charter, the other legal protection procedures are set out, such as objection via the Arbitration Advisory Committee (in Dutch *Geschillenadviescommissie*) and the objection procedure. The Student Charter is published on <http://Myhotelschool.nl>.

### **Article 8.3 Changes to the Programme**

If fundamental changes are made to the educational programme the following transitional regulation applies. After the part of the 'old' programme and accompanying examination has been offered for the last time, the examination in question is offered twice as a resit examination. After that, it is decided which examination from the 'new' programme a student must sit as replacement for the 'old' examination part.

### **Article 8.4 Official title and entry into force**

The official title of this regulation is: "Education and Exam Regulation for the Master programme of International Hospitality Management and enters into force on 1 September 2018 (academic year 2018-2019)

## **Appendix 1 Rules pertaining to correct proceedings during assessments**

1. An assessment must start and finish at the time and place specified. Either the examiners (in the case of an oral examination or other test, such as a presentation), or the invigilator(s) (in the case of a written examination) ensure that this occurs.
2. An oral assessment, which focuses on knowledge, is administered by at least two examiners. This is also the case for a final report/research project.
3. The student must be present 10 minutes before the start of an assessment. This means that in the case of a written assessment the student is seated in the appointed assessment room prior to the assessment.
4. The student is allowed to enter the assessment room only if he can produce a valid smartcard or ID card. This card is displayed on the table during the assessment.
5. If the invigilator or examiner allows the student to enter the assessment room and it is later discovered that the student has not fulfilled the requirements stipulated in point 4 and 8 the assessment will in principle not be examined. Only the Exam Committee can decide otherwise at a later stage.
6. The student is allowed to enter the examination room within 30 minutes after the assessment has begun and to take part in the assessment.
7. The student is not allowed to leave the assessment room during the first 30 minutes of the assessment.
8. The student signs the attendance list which is brought to him by the invigilator during the assessment. Students who are not named on the list and who are unable to produce a copy of the exam confirmation, are allowed to sit the assessment. The invigilator allows the student to sign his/her name at the end of the list and makes a note of this on the Exam report. Student Affairs informs the student and the subject lecturer, should the student have failed to sign up for the assessment in Osiris, that his/her assessment is invalid. Participation in an assessment is considered to count as one used assessment opportunity. These students are given a period of seven days in which to send an email with an explanation of events to the Exam Committee.
9. A student who has been allocated extra facilities must report this fact prior to the assessment to the invigilator or the examiner (in connection with assessment questions on A3 paper, extra assessment time etc.).
10. In a written assessment the student may leave the assessment room after (s)he has finished the assessment, and after (s)he has handed in the assessment paper together with any scrap paper and the assessment questions (if so stated on the assessment front page) to the examiner or invigilator. However, a student is not allowed to leave the assessment room during the first 30 minutes of the assessment..
- 11 After leaving the room, the student is not allowed to stay longer than strictly necessary in the vicinity of the assessment room in question or other rooms that are used for the assessment.
12. In a written assessment the student is only allowed to use the official paper supplied by the invigilator or examiner. This also applies to scrap paper used by the student.
13. In the case of multiple choice assessments for which a computer card is used, the student must bring his own pencil and eraser. It is not allowed to use a pen to fill in a computer card.
14. In a written assessment, the permitted assessment aids are stated on the front page of the exam. The student is only allowed to use permitted examination aids brought into the assessment (dictionaries, for example).
15. The invigilator or the examiner may confiscate assessment aids that are not permitted, in as far as this is required as evidence of an irregularity.
16. In a written assessment the invigilator or the examiner does not respond to



questions and/or comments about the assessment. If anything is unclear, this is noted down by the invigilator or the examiner. After the assessment has finished these notes are passed on to the Exam Committee for further processing. The Exam Committee ensures that the matter is dealt with quickly and adequately and the findings are communicated to the students, if necessary.

17. In a written assessment students are not allowed to speak after the distribution of the assessment papers has started unless given express permission to do so by the examiner or invigilator.

18. Food or drink may not be brought into the room where the assessment is held. Coats and bags may not be left in the proximity of the student, as judged by the invigilator or examiner. Mobile telephones, Ipads, laptops or other data storage/communication devices (like certain watches) must be turned off and be outside the reach of the student.

19. Students are only allowed to use the rest rooms during 150 minute assessments. The foregoing means that during 50 minute and 100 minute assessments students are not allowed to leave the assessment room should they wish to use the rest rooms. For students who have been allocated extra time due to extra facilities the foregoing rule is also applicable, unless the assessment time including the extra time exceeds 150 minutes. Extra time during assessments: 50 minute assessment: 15 minutes extra are allowed after the official assessment time has elapsed; 100 minutes assessment: 30 minutes extra and 150 minutes assessment: 45 minutes extra.

Should a student approach the head invigilator and inform him/her that he/she does need to go to the rest room during a 50 minute or 100 minute assessment the following rules apply:

- The student hands in his/her work after which (s)he is not allowed to re-enter the assessment room again. The handed in work will be graded as such.
- Should the student have evidence, from a medical doctor, that prevents him/her from following this rule than a medical note needs to be handed to the head invigilator at the beginning of the assessment. All personal belongings need to stay in the assessment room i.e. coats, bags, mobile phones etc. should a student, with a medical note, want to use the rest room facilities.
- The student may make use of the toilet facilities only under supervision and surveillance of an invigilator.
- 50 minute assessment: Students are not allowed to visit the restroom.
- 100 minute assessment: Students are not allowed to visit the restroom.
- 150 minute assessment: Students are allowed to visit the restroom.

## Appendix 2 Course overview and ECs

1. In the Master programme 75 ECs are allocated to the courses as follows:

2.

Opening Conference	1 EC
Hospitality in Perspective	3 ECs
Business Strategy	6 ECs
Hospitality Leadership Journey	7 ECs
Business Research and Consultancy	6 ECs
Project Intake	
Hospitality Audit	6 ECs
Hospitality Experience Design	9 ECs
Organisation Behaviour	3 ECs
Digital Technology	6 ECs
Financial Decisions	3 ECs
Leading Hospitality Change	6 ECs
Organisation Design	3 ECs
Consultancy Project	15 ECs
Closing Conference	1 EC

1.	Opening Conference	Pass/Fail
2.	Business Strategy	Numeric
3.	Hospitality in Perspective	Numeric
4.	Hospitality Leadership Journey	Numeric
5.	Business Research and consultancy	Numeric
6.	Hospitality Audit	Numeric
7.	Hospitality Experience Design	Numeric
8.	Organisation Behaviour	Numeric
9.	Digital Technology	Numeric
10.	Financial Decisions	Numeric
11.	Leading Hospitality Change	Numeric
12.	Organisation Design	Numeric
13.	Consultancy Project	Numeric
14.	Closing Conference	Pass/Fail

## Appendix 3 Professional Competencies in International Hospitality Business

### Master versus Bachelor Level

The profile of the Master programme is derived from the national professional and educational profile Bachelor of Business Administration in Hotel Management 2012-2016, "CROHO 34411, June 20, 2013, (Foundation for National Consultation on Higher Hotelschool Education). This profile was created on behalf of the five Dutch Hotelschools, which thereby justify the license and profile to the BBA sector council and the HBO Council.

The content of the Master programme is linked to the nine professional duty categories and the two professional excellence categories of the BBA profile.

However, the master has a substantial deepening / specialisation of the issues that are included in PDC 1, 2, 3, 6, 9 and PEC 10.11 of the Bachelor profile.

This specialisation in the master programme is visible in the Body of Knowledge of the master, containing the defined objectives focusing on five Professional Competencies. The Professional Competencies form the basis of the education programme: the course content and didactic.

Decisive for the determination, pursuance and achievement of the final level of the diverse education programme components of both the Hotelschool The Hague Bachelor and Master programmes are the Dublin Descriptors adopted in 2004 for all first, second, third and short cycle programmes for higher education in Europe.

The table below shows the difference between Bachelor and Master programme with regard to the final levels achieved.

	<b>Bachelor qualifications</b>	<b>Master qualifications</b>
Knowledge and understanding	Has demonstrable knowledge and understanding that builds on and exceeds the levels achieved in secondary education; can function at a level that, whilst supported by specialised textbooks, shows knowledge of aspects of the latest developments in the field.	Has demonstrable knowledge and understanding, based on and surpassing/further deepening the level of knowledge and understanding acquired during the bachelor degree. Forms a basis / offers an opportunity to make an original contribution to the development and / or application of ideas, often within a research context.
Application of knowledge and understanding	Is able to apply his/her knowledge and understanding in such a way that demonstrates a professional approach to his/her work or	Is capable of applying knowledge and understanding and problem solving abilities in new or unfamiliar environments within a broader

	<b>Bachelor qualifications</b>	<b>Master qualifications</b>
	profession, and has competences for establishing and sustaining arguments and for solving problems in the professional field.	(or multidisciplinary) context related to the professional field; is able to integrate knowledge and manage complex problems.
Evaluative skills	Is capable of collecting and interpreting relevant data (usually in the professional field) with the aim of evaluation of the data, partly based on insights into relevant social, scientific or ethical issues.	Is able to make evaluations and formulations on the basis of incomplete or limited information while recognising social and ethical responsibilities related to the application of his/her own knowledge and judgments.
Communication	Is able to convey information, ideas and solutions to an audience of specialists and non-specialists.	Is able to convey conclusions, knowledge and the underlying rationale clearly and unambiguously to an audience of specialists and non-specialists.
Learning skills	Demonstrates the required level of learning skills to take a follow-up study programme with a high level of autonomy.	Demonstrates the learning skills that enable him/ her to take a follow-up study programme which has a self-directed or autonomous nature.

Each of the five Professional Competencies will be elaborated on the following elements:

- Focus: what is the primary focal point of the PC
- Central questions: what are the central questions managers and leaders need to ask themselves working within the PC
- Specific Duties, Processes and Projects: the more specific tasks, duties, Projects and processes that specify the PC
- Professional products: mid-term and end products that could be a result of performing the duties within this Professional Competency

## *PC1 Hospitality Vision*

Developing an vision on hospitality as a distinctive core value of an organization, taking into consideration cross cultural influences

Knowledge & understanding	<ul style="list-style-type: none"> <li>• Understand the nature, origin and scope of hospitality from different intellectual starting points and perspectives, including (non-exhaustive) anthropology, classics, culture, cultural geography, gastronomy, history, economic business models, human resource management and sociology.</li> <li>• Understand the conceptual linkages and differences between service-dominant logic, service design, innovation and experience management, and hospitality.</li> </ul>
Applying knowledge & understanding	<ul style="list-style-type: none"> <li>• Envision hospitality within specific situations and contexts. This can range between internal and external forces (i.a. core values, strategic alliances, industry trends and developments, political stability, economic environment); while keeping in mind the three domains of hospitality – private, social &amp; commercial.</li> <li>• Create a vision on the future of hospitality in general and within specific organizations and communities / societies</li> <li>• Define the role of hospitality in business models.</li> <li>• Analyze the gap between the current situation and the envisioned hospitality philosophy.</li> </ul>
Making judgments	<ul style="list-style-type: none"> <li>• Apply the developed vision on hospitality to tender personal conclusions within any context; while acknowledging the impact that personal bias has, both socially and ethically.</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• Present, discuss and defend a hospitality vision / philosophy within a certain context, to any audience.</li> <li>• Communicate a hospitality vision in a way that involves and convinces people of its value, brings along a change, a movement in the organization or community.</li> <li>• Remain sensitive to cultural boundaries and preconditions within the networked environment wherein different stakeholders operate.</li> </ul>
Learning skills	<ul style="list-style-type: none"> <li>• Handle the challenges of self-study and take the initiative to bridge any gaps in the learnings.</li> </ul>
Examples deliverables & achievements	<ul style="list-style-type: none"> <li>• Defending motions related to hospitality.</li> <li>• Hospitality Audit Scan.</li> <li>• Gap analysis between current and envisioned situation.</li> </ul>
Related with	<ul style="list-style-type: none"> <li>• Guest Lecturers and field trips on hospitality, hostmanship, serendipity</li> </ul>

## *PC2 Strategy*

Setting up business strategies in a changing international networked environment, wherein hospitality is one of the key distinctive success factors, focusing on new business development

Knowledge & understanding	<ul style="list-style-type: none"> <li>• Understand international growth strategies / innovation strategies / in relation to the vision,</li> <li>• Customer value management / value drivers, understanding of how to assess stakeholder value and how an organization can gain a competitive advantage through it.</li> <li>• Entrepreneurship in the new global economy and information society: theories of entrepreneurship and innovation</li> <li>• Critical success factors / Understanding of how responding to market changes affects the bottom line</li> <li>• Understanding how resources, capabilities, or (dynamic) competences lead to sustainable competitive advantages and increased performance.</li> </ul>
Applying knowledge & understanding	<ul style="list-style-type: none"> <li>• Setting up business strategies and strategic directions, wherein realization of innovative hospitality-driven concepts can take place</li> <li>• Identifying, assessing, and managing stakeholder value (drivers).</li> </ul>
Making judgments	<ul style="list-style-type: none"> <li>• Select/conclude on appropriate strategies, justifying according to available information and appropriate research and theories.</li> <li>• Demonstrate appropriate due diligence and awareness of opportunity costs and externalities involved with choice.</li> <li>• Internal / external analysis, at the basis of the strategy formulation (including stakeholder value analysis, performance assessment, etc.)</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• Report , present and defend evidence-based strategy</li> <li>• Communicate to board of trustees / directors, external investors as well as to internal stakeholders / parties (management teams, functional departments).</li> <li>• Adapt and tailor communication according to stakeholder type.</li> <li>• Taking responsibility / ownership for the strategy</li> </ul>
Learning skills	<ul style="list-style-type: none"> <li>• Exhibit proactivity and self-direction in acquiring the necessary knowledge and skills to achieve the learning outcomes.</li> </ul>
Examples deliverables & achievements	<ul style="list-style-type: none"> <li>• Strategy, including route map with a hospitality-minded focus: how to achieve innovation.</li> <li>• Growth and change towards hospitality mindset</li> <li>• Strategic audit: current situation, corporate governance, environmental analysis, strategic analysis, recommended strategy, and implementation advice.</li> </ul>
Related with	<ul style="list-style-type: none"> <li>• Guest Lecturers and field trips on circular economy, economic trends and developments, branding, innovation</li> </ul>

## *PC3 Innovation*

Designing concepts and business models for hospitality and non-hospitality organizations, based on a vision, related to business opportunities and balancing economics with ethics and ecology

Knowledge & understanding	<ul style="list-style-type: none"> <li>• Analyzing external and internal environment, including (cross-cultural) consumer behavior, hospitality-driven concepts and formulas, guest journey, authenticity</li> <li>• Experience and service design → how to add value to stakeholders → adding value through hospitality</li> <li>• Understanding the concept of sustainability: people, planet, profit</li> <li>• Business model innovation in combination with feasibility and implementation studies</li> </ul>
Applying knowledge & understanding	<ul style="list-style-type: none"> <li>• Apply hospitality concepts into business models – concepts applied to reach the objective of exceeding expectations – achieving service excellence/delight (CEN 16880)</li> <li>• Managing the innovation process: value creation and business model innovation through service design research</li> <li>• Co-create meaningful hospitable experiences, envision and direct interactions, connected to business opportunities</li> <li>• Define and critically examine business opportunities, underpin the financial feasibility with key performance indicators, related to the specific internal and external situation</li> </ul>
Making judgments	<ul style="list-style-type: none"> <li>• Make use of creative techniques in combination with analytic techniques. (Customer journey (experience) mapping)</li> <li>• Designing feasible hospitality concepts and related service designs, motivational psychology</li> <li>• Apply these concepts, formulas and business models to (own) specific situations in various contexts.</li> <li>• Formulate advice on appropriate innovation pathway, sufficiently underpinned and holistically developed</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• Tailor communication of results/advice to relevant stakeholder characteristics and deliver in a cohesive and coherent manner.</li> <li>• Convince / win over / inspire relevant stakeholder(s), by aligning with their specific situation, motivation and needs (investors, shareholders, corporate management)</li> </ul>
Learning skills	<ul style="list-style-type: none"> <li>• Demonstrate the ability to manage expectations and communicate effectively with both external clients and internal colleagues.</li> <li>• Exhibit teamwork and professionalism through proactivity and dialogue.</li> </ul>

Examples deliverables & achievements	<ul style="list-style-type: none"> <li>• Hospitality-driven service concept.</li> <li>• Service design principles demonstrated in the business model, including stakeholder alignment.</li> <li>• Critical performance indicators</li> <li>• Corporate financials / feasibility study</li> <li>• Elevator Pitch</li> </ul>
Related with	<ul style="list-style-type: none"> <li>• Guest Lecturers and field trips on service design, revenue management, entrepreneurship, big data, consultancy</li> </ul>

## *PC4 Change*

Taking the lead in implementing hospitality-driven concepts (service excellence), and realizing organizational change processes & projects towards enduring hospitality philosophy as a key differentiator, and core competitive advantage

Knowledge & understanding	<ul style="list-style-type: none"> <li>• Change theories in relationship to organizational and cultural boundaries, structures and their evolution</li> <li>• Driving organizational change and company culture towards service excellence</li> <li>• Change management as an instrument to develop balance in steering and self-organization</li> <li>• Understand what and which approach is needed to change people, structure and systems towards a hospitable (working) environment</li> </ul>
Applying knowledge & understanding	<ul style="list-style-type: none"> <li>• Demonstrate understanding of change programs, and encourage necessary change to realize (innovative) hospitality-driven concepts: people, systems, structures.</li> <li>• Implement excellent hostmanship within human capital management → Finding people, motivating, dealing with resistance, finding change drivers; dealing with the influence of internal and external stakeholders.</li> <li>• Work towards a work environment and organizational culture that is supportive for people exceeding in hostmanship, treats them fairly and encourages them to provide the best possible service.</li> <li>• Define a balance between strategy (with focus, style, direction and structure), and responsibility (self-awareness and responsibilities and ethics) within any organizational context.</li> </ul>
Making judgments	<ul style="list-style-type: none"> <li>• Applying the principles of change in a concrete situation from the perspective of the leader, directed by the organizational culture and the situation the organization is in.</li> <li>• Adapt leadership styles according to specific situations.</li> <li>• Demonstrate critical and holistic thinking, and cultural and ethical sensitivity.</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• Ability to convince, motivate, show real interest in the experience of the other; authentic, with empathy and without preconditioned judgments</li> <li>• Show flexibility in communication style and approach, adapted to specific situations / change programs (cultural awareness)</li> </ul>



Learning skills	<ul style="list-style-type: none"> <li>• Have the learning skills to allow them to continue to study in a manner that may be largely self-directed or autonomous</li> </ul>
Examples deliverables & achievements	<ul style="list-style-type: none"> <li>• Change plan, Implementation plan</li> <li>• Organizational plan, Training</li> </ul>
Related with	<ul style="list-style-type: none"> <li>• Guest Lecturers and field trips on change management, leadership, digital transformation, brand driven innovation</li> </ul>

## *PC5 Leadership*

### 5. Demonstrating advanced hospitality-driven leadership skills, necessary to approach the challenges of creating sustainable, hospitable work environments

Knowledge & understanding	<ul style="list-style-type: none"> <li>• Understand essentials of leadership (specific to service orientated leadership)</li> <li>• Understand leadership styles in relation to hospitality / hospitality change and innovation. Within a complex, multi-cultural environment</li> <li>• Understand current developments in leaderships across the Tertiary sector, particularly regarding 'agile' leadership.</li> </ul>
Applying knowledge & understanding	<ul style="list-style-type: none"> <li>• Apply leadership as a core competency, which will enable both the foresight and analytical ability to assess major changes in the business landscape, and understand when to take a pro-active stance.</li> <li>• Demonstrate both self-awareness and empathy for others through broader perspectives needed for responsible leadership.</li> <li>• Develop personal effectiveness and enhance style flexibility (agility).</li> </ul>
Making judgements Learning skills	<ul style="list-style-type: none"> <li>• Acquire and practice the skills involved for hospitality-driven leadership and change.</li> <li>• Develop, appreciate and integrate knowledge, skills and attitude necessary to move towards sustainable hospitality (within the specific situation)</li> <li>• Apply introspection, reflection and self-assessment</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• Style: sharing of mind; creating a movement, people who embrace a vision and want to realize it; obtain team support</li> <li>• Taking responsibility, show a holistic approach / view, communicate open-mindedly, listen</li> <li>• Show passion and inspire people</li> </ul>
Learning skills	<ul style="list-style-type: none"> <li>• Demonstrate introspection and self-awareness, complemented by autonomy and actively seeking feedback.</li> </ul>
Examples deliverables & achievements	<ul style="list-style-type: none"> <li>• Personal leadership assessment (self-reflection)</li> <li>• Personal development plan, logbook</li> <li>• Workshop / training / coaching</li> </ul>
Related with	<ul style="list-style-type: none"> <li>• Guest Lecturers on strategic human capital trends, change management, project management, consultancy</li> </ul>

## **Appendix 4      Study Guide**

Published as a separate document on [Myhotelschool.nl](https://myhotelschool.nl).

## **Appendix 5      Course evaluation**

*Course evaluations Master Programme*

### ***Methodology***

*Survey of student satisfaction*

Measurement:

- E-mail send to students of assigned courses at the end of the block.
- Anonymous reply. Course evaluation questionnaires are set up anonymously.

*Evaluation questions used*

General

- The course was useful for your future career
- The content increased your knowledge
- The content was inspiring
- The learning outcomes were clear
- The quality of the course materials met your expectations
- The workload was appropriate
- English was used consistently
- What is your overall opinion about this course?

Guest Lectures

- The guest lectures increased your knowledge
- The guest lectures are useful for your career
- Suggestions for the guest lecturers (open question)