



# **HOTELSCHOOL THE HAGUE**

*Hospitality Business School*

## *Overview MBA Programme Courses*

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## *Opening Conference (1 EC)*

What does it mean to master hospitality and to bring it to the next level as a hospitality leader? How will the master's programme contribute to your development of knowledge and skills, enabling you to become a true hospitality leader?

The Opening Conference is the kick-off podium for the master's programme experience. An intensive week, in which you experience a preview of the master's programme. This course marks the start of community building and is where you experience the look and feel and tone of voice of the master's programme.

## *Hospitality in Perspective (3 EC)*

This course has been designed to give you a thorough understanding of the meaning of hospitality, focusing on the three domains of hospitality: private, social and commercial.

In the workshops we challenge you to create your own philosophy on hospitality, moreover you have to apply this philosophy and vision to an industry of choice, for example cities, countries, hotels, hospitals, banks, etc. Moreover, you will learn some skills in order to communicate your message.

The resulting understanding of the meaning of hospitality viewed from different angles forms a foundation for many other aspects of the course programme.

## *Hospitality Leadership Journey (7 EC)*

What is the value of strategies, innovative concepts and change programs, without one or more people to make them happen? The philosophy behind the HTH Master programme is that a professional master's education is more effective and powerful if thought, task, and people leadership development go hand in hand. We will support you, as upcoming leader, to understand and develop your leadership profile

in such a way that it is both in line with what you need to make your ambitions come true and the skills and styles required for successful hospitable leadership.

During the Leadership Journey you work on your leadership potential. In this course you reflect on and steer the development of your thought, task and people leadership. During this journey you develop self-awareness (your strengths, challenges, values and ethics), social awareness (seeing personal differences, coping with personal differences) and self-steering with regards to the leadership qualities: setting direction, taking initiative and responsibility, being target driven, guiding in accordance with own and moral values, being open, creative, passionate and inspiring.

Throughout the programme we translate the development of knowledge into the development of personal effectiveness and skills. You are placed in a position to work on your own journey. This journey is registered in your portfolio which results in a reflection report. This journey does not, of course, end when the programme finishes. The reflection report includes a personal development plan in which personal insights are related to a future development path.

In addition to the scheduled learning activities throughout the year you work on achieving a challenge in your personal life. This can be anything you choose, as long as it takes effort to achieve it. The path towards overcoming this challenge is the inspiration for a final workshop you give to fellow students and trainers. It shows you as the leader you strive to be.

## *Business Strategy (6 EC)*

The role of hospitality is different for organisations within the hospitality industry and for those in, for example, the financial or care industry. In the first category hospitality is the primary product and in the second it is an orientation, an attitude and behaviour towards customers.

In both cases the relation between hospitality and the business strategy is relevant. Hospitality becomes more and more a distinctive competency for organisations. In the first case, it is a way to direct the primary business; in the second it is to embed its (potential) value and role in the primary business strategy.

The approach of this course is to help you gain an in-depth analysis of strategy, as well as state-of-the-art perspectives, models and tools and translate these to the field of hospitality. You are then able to apply them in the analysis and the formulation of strategies.

### *Business Research and Consultancy Project Intake (6 EC)*

To help you prepare for your final thesis, this course guides you through the process of acquisition and design of the consultancy project for an external client. Special emphasis is placed on the project 's research component. A coach will support you throughout the final project.

The final result is an approved consultancy proposal which enables you to start working on your thesis project in block 5. Workshops and master classes help you to further develop your starting consulting and research skills.

### *Hospitality Audit (6 EC)*

In the Hospitality in Perspective course you learned about the foundations of hospitality, viewed from different angles. In this course you apply these insights in different hospitality-focused sectors where the challenge is to improve the level of service using hospitality as one of the key holistic principles. Whatever the nature, be it an anthropological, cultural, sociological or economic perspective, hospitality never stands alone and cannot be treated in isolation.

The orientation towards others, towards guests and customers, the efforts put into receiving them, hosting them and interacting with them, finds its origin in the underlying values of hospitality. However, it serves a business objective and should

therefore be seen in the context of strategic business and organisational characteristics. In addition to these internal aspects, external organisational conditions and trends have to be incorporated in the analysis.

Hospitality creates value; this course is about how to measure and analyse the value creation through the service profit chain, how the hospitality feedback management is arranged, how to improve and move towards the maturity.

*Your assignment – Hospitality Audit in a real life organisation*

With other students, you are invited to form a consulting team. As a team you have to write an audit report for a specific organisation or community, identifying the aimed and the achieved level of hospitable service and experience regarding their host guest relationship.

In the internal and external context in a specific domain, your team has to evaluate how the organisation or community interacts and deals with guests or customers and to what extent this matches the hospitality vision, how it creates value throughout the service profit chain and how the hospitality feedback management is organised. These findings have to be systematically analysed in the context of the industry, the macro-environment and the organisation's business strategy and structure (particularly, their culture and values) or the community values/plans.

You determine the gap between the envisioned and the current situation. You then formulate a feasible advice about assessing, analysing and managing service performance and hospitality experience. As a final element you present and defend the results to faculty and peers.

## *Digital Technology (6 EC)*

You have noticed that technology is changing the way customers shop, experience and review the products and services they buy. You also see that technology may result in competitive advantage for 'IT -savvy' companies.

During this course you learn when technology works and when it doesn't. You formulate and evaluate digital technology projects from a business perspective. Lastly, you start thinking as a business leader capable of deciding which direction digital innovation will take in your organisation.

## *Organisation Behaviour (3 EC)*

In a fast-changing world in which organisations have to deal with increasing worldwide competition and unpredictable changes in the economic, technological and political context, general management is confronted with the major challenge of adjusting their organisations to remain profitable and sustainable.

Adjusting an organisation to these contextual changes is often supported by Human Resource Management (HRM) and with a deeper understanding of Organisation Behaviour. HRM may be defined as a purposeful consideration to influence people in the organisation most effectively with a specific goal in mind. HRM is a focal point through which organization behaviour is supported and influenced, such as the 'new way of working', age, talent and thought management, as well as in traditional fields such as selection and recruitment, motivation, compensation and performance management, and strategic staff planning.

An Organisation is the context in which the change will take place. This could be an organisation in its entirety or parts of the organisation such as departments. Group dynamics and attitudes, as well as the intentions and behaviour of the employees themselves which we address as Organisational Behaviour are important factors which determine the performance and the success of an organisation. Hence, how human resources are managed (motivation and capability) is an important condition for organisational performance.

Human resource management instruments provide a powerful toolkit for influencing organisation behaviour in pursuing organisational success.

In this course you examine organisational behaviour from a myriad of perspectives to learn to understand the drivers and the effect of organisational context variables. Furthermore, you become acquainted with the foundations of Human Resource Management and the options available for influencing organisational behaviour effectively, and how to align HRM with the overall strategy of the organisation.

### *Financial Decisions (3 EC)*

In this course the focus is on the financial aspects, including estimating a projects' revenue, costs, initial investment needs, sources of funds and preparing a convincing service innovation project proposal.

In the current economic climate it has become more challenging to obtain investments and there is intense competition for available funds. During this course you will understand the key characteristics of a successful investment proposal.

### *Organisation Design (3 EC)*

You learn how to apply principles of organisational design, structure and governance to the execution of strategy and the allocation and motivation of human resources. More specifically, you will be familiar with a) how strategy affects and limits the potential choices in organisational design, b) in which way contingency variables impede or enhance potential choices, c) how the primary and supporting processes are translated to an organisational structure, and d) in which way the organisational design will affect job design and financial performance. Ultimately, you learn to understand how decisions in relation to organisational structure and governance affect business performance.

During this course, you develop an understanding of the underlying principles of organisational structuring, organisational design, internal governance, personnel economics and job design.

## *Hospitality Experience Design (9 EC)*

How do you create and sustain customer value in order to remain competitive in a fast changing environment? How do you optimise customer relations and loyalty? A customer centric orientation and approach are the main success factors in business, both in and beyond the hospitality industry as well as in the profit and nonprofit arena.

Designing new innovative guest/consumer centered service concepts for the hospitality industry and for organisations that strive to improve their (hospitable) service performance: that is what this course is all about. Taking into account that new service concepts only pay off in organisations where there is alignment between the service innovations and the organisation (incl. culture and people), the strategy, the metrics (performance management) and enabling infrastructure.

Starting point of this course forms the current strategy, organisation, enabling infrastructure and performance management of the organisation. In this context the new service concept has to flourish. Based upon consumer insights the challenge is to invent new (hospitality) service concepts and designs based on a deep understanding of the natural behaviour of guests and consumers when travelling, conducting business, relaxing, or consuming care, etc.

As hospitality service designer you assess and apply different (research) tools from the fast developing service design theory and practice; you decide when and how to use them. But it's not only about generating creative ideas. It is also about (managing the) creation of concepts and its actual roll out; how to get the organisational buy in and how to let it work in the organisational context with its strategy, organisation, enabling infrastructure and performance management are all questions and challenges that are part of this course. Building a sustainable business using new concepts forms part of this course.



## *Leading Hospitality Change (6 EC)*

In this course you learn how to apply principles of organisational dynamics and emergent change to the execution of effective change strategies and interventions. More specifically, you will be familiar with a) what organisational change really encompasses using a diversity of approaches from sociology, psychology, organizational theory and political theory, b) in which way learning processes at an individual, team and organisational level play an important role in organisational change, and c) how to design and implement planned change strategies and how to bring about change effectively.

These three aspects are translated into three themes which will be discussed in the course using lectures and workshops. Ultimately, you learn to understand how decisions in relation to change interventions affect business performance and to reflect upon your abilities and actions as a change agent. During this course, you develop a profound understanding of the underlying principles of organisational dynamics, emergent change and strategic change management.

## *Consultancy Project (15 EC)*

Experience in hospitality as one of the leading principles in any service design and innovation. The consultancy project is the proof that shows that you know what it takes to bring hospitality to the next level inside or outside the hospitality industry.

Your thesis adds value to a real client's question or problem area. You, in the role of consultant, demonstrate your ability to take the lead in strategy, concept innovation and/or change. It concludes with a presentation and defense of your results and recommendations to course leaders and the external principal.

## *Closing Conference (1 EC)*

You now have a complete year of master's experience behind you. You are now in the final phase, your thesis is written and you are getting ready to launch your future.

The closing conference is the apotheosis of a learning experience, bringing together the main topics and issues covered in the master's programme. This conference is a platform for pitching all consultancy projects for a large audience by all MBA students that are about to graduate. During this event you are joined by faculty members as well as new students ready to embark on their master's journey. The master's students are responsible for the organisation of the conference, the organisation of this Closing Conference forms an integral part of the course.