



***Overview Programme Courses***  
***MA Leading Hotel Transformation***

## ***Strategic Foresight (5 EC, 140 hours)***

As early as 2000 the Corporate Strategy Board (CSB) surveyed strategists in major corporations to identify critical professional challenges. The top five responses included:

- Challenging strategic assumptions
- Translating strategy into action
- Communicating strategy
- Identifying discontinuous change
- Adapting strategy to rapid change

The Strategic Foresight course will address these concerns by focusing on forecasting and planning discontinuous and transformational change by analysing rapid alterations in external environments and by using systems thinking to increase the chances of achieving preferred futures.

The aim of this course is to introduce strategic planning in the context of a volatile external environment. During this course students will become acquainted with Futures Thinking and Strategic Foresight.

As a standard of Hotelschool the Hague's master courses, this course is delivered and assessed based on the Design Based Research Cycle. The focus, in this first course, is on the early stages of the cycle: Problem Definition, Diagnose and (if applicable) solution design. At the end of the course students will be asked to develop external or system scenarios for a given context.

## ***Digital developments for the hotel industry (6 EC, 168 hours)***

The aim of this course is to discover and discuss the potential impact of technological innovations that occur in within the larger hospitality industry and how to best integrate these innovations into the hotel industry. The technological innovations will be discussed based on a number of "future of..." themes in addition to a deep dive on a number of fundamental technological innovations.

Themes discussed are:

1. The future of Customer Experience (incl. Platforms & Ecosystems)
2. The future of Mobility
3. The future of Work
4. The future of Payments
5. Industry 4.0: Platforms & Ecosystems
6. Technology: Smart buildings and the Internet of things
7. Technology: Cyber security
8. Technology: The value of data
9. Technology: Tech modernization

During this course students will become acquainted with fundamental trends driven by digital technologies which are likely to transform the hospitality industry and develop an understanding of potential responses by hotel organizations.

At the end of the course students are asked to write a paper for one area of the hotel industry and, applying the learnings of the course, assess the impact of the digital developments on the area as well as define a response on what the specific hotel area should undertake to address the impact.

### ***Sustainable leadership of the hotel ecosystem (2 EC, 58 hours)***

A multitude of hospitality models look at products/services and the stakeholders involved. In the course 'sustainable leadership of the hotel ecosystem' a number of these different models will be reviewed, and their usability will be discussed and defined. The students will subsequently zoom in on a specific part of these models, i.e. the external stakeholders.

Knowing the external stakeholders of one's hotel/organization is important: it helps in learning more about what to expect from them and to choose the right course of action when designing a short- and long term action strategy for the hotel.

Social, environmental and ethical issues with which the hotel and its surroundings are confronted i.e. discussions about over-tourism, Airbnb, tourist taxes, but also noise pollution, parking problems, labor exploitation, child labor etc. By having an insight in the (main) stakeholders of one's hotel, one can understand and relate to their mutual interests and needs.

### ***Design Based Research: (3 EC, 84 hours)***

#### ***from problem mess to validated innovative solution design***

Research is key for knowledge development, analysis, and innovation. When using research as a basis for organizational/business problem solving, Design-based Research is the innovative approach to turn to within the Hotelschool The Hague master programmes. It is a specific approach to research that aims to go beyond providing general recommendations that 'traditional' research approaches provide. Design Based Research leads to design principles for solutions to specific organizational/business problems. Instead of 'Is the theory/hypothesis correct?' the key questions within Design Based Research are 'does it work?' and 'how do we ensure that it works?'.

This course will introduce master students to the principles of Design Based Research and guide them through the Design Based Research cycle ('the regulative cycle').

In this course students work on writing an approach to a problem exploration, problem definition, research question, literature review, research methods, solution design, and pilot/evaluation.

This course functions as a building block in working towards the final thesis, at the end of the programme. The final deliverable for this course is therefore a full Design Based Research thesis proposal.

### ***Personal Leadership (3 EC, 84 hrs)***

The course 'personal leadership' focuses on the development of self-awareness as a leader and managerial decision-making skills in uncertain situations.

During this course students will become acquainted with influencing factors and biases that play a role in a managerial decision-making process, and what strategies can be designed to minimize bias in a managerial decision-making process when leading projects in an uncertain environment.

At the end of the course students will be asked to analyze managerial decision-making processes. This analysis will be done in a real life setting. Firstly by shadowing a mentor in a real life company and secondly by analyzing and steering your own teamwork.

### ***Innovation and business in hotels (5 EC, 140 hrs)***

Innovation and Business in hotels is a course that best prepares students for Business Innovation and Transformation in a fast changing, and dynamic business environment.

Innovation & Business in hotels is designed for corporate innovators (intrapreneurs), challenged with the innovation paradox of managing current business models, while developing new business models to innovate for the future and stay ahead of the competition.

This course explores the principles, theories and tools needed to create an innovative corporate eco-system for accelerating ideas, testing ideas, scaling ideas within an existing hospitality organisation to transform and keep pace with external disruption while addressing resistance within organisations.

Students will work with a real-life case company from the hotel industry and will be challenged to think and innovate the corporate eco-system to propose/shape a more agile and lean approach to innovation through two topics: (1) Innovation Strategy and Business Models & (2) Innovative Management with a focus on Leadership and Culture.

### ***Circular thinking in the hotel ecosystem (6 EC, 168 hours)***

The aim of this course is to master the concept of *triple bottom line* thinking in the hotel ecosystem, with a specific focus on circularity from both an academic but also an industry perspective. This means considering People, Planet and Prosperity. During this course students explore how positive impacts can be realized by a hotel both from supply and demand perspectives with the aim to close loops and create more sustainable hotel operations. As an integral part of the course, we investigate how to 'nudge' customers to adapt their behaviours and to make more sustainable choices. As is standard in the Hotelschool the Hague's master courses, this course is delivered and assessed on the basis of the Design Based Research Cycle.

In this course, students are asked to individually hand-in a research proposal on a pressing issue for a hotel company in the context of circularity. The proposal should include a possible intervention (i.e., solution) that contributes to more sustainable hotel operations that helps closing (a) circular loop(s).

### ***Sustainable leadership of internal stakeholders (2 EC, 56 hours)***

In order to adequately manage hotels' internal stakeholders, this course raises student awareness on 'pressing issues', in sustainable human resource management and provides an informed opinion on human resource management in the hospitality industry. After this course, students are able to develop an appreciation of HRM at macro, meso and micro level.

### ***Transformation of the hotel (6 EC, 168 hr)***

The aim of this course is to discover and apply approaches and methodologies to transform an organization and in particular hospitality organizations. The course will focus on the 'why' of transformation of an hotel (based on business domains like Customers, Competition, Data, Innovation and Value) and also address the 'how' of transformation (based on project management and transformation methodologies such as agile, scrum and DevOps).

The course will also focus on the leadership required regarding the governance, change management, risk management and building the roadmap for the transformation of a hotel.

Specifically, themes taught and discussed are:

- 5 domains of digital transformation
- Scope and problem framing
- Agile methodology
- Scrum & DevOps
- Transformation Roadmap development
- Change & Stakeholder management
- Business Case development

During this course you will therefore become acquainted with why hotels are transforming their business (models), how this is changing working approaches, organizational structure and employee competencies, what approaches can be pursued to transform the hotel and how to manage and lead the transformation.

## ***Guest Experience in the Hotel Industry (5 EC, 140 hours)***

This 5 EC course focuses on Technology enters the hospitality industry at a staggering pace. We're just at the beginning of the age of artificial intelligence, hyper-personalized offers based on big data, chatbots, VR-AR and Internet of Things. Technology puts its mark on guest relationships and guest experiences in the Hospitality Industry. Fast, efficient, easy, personalized 100% relevant for the guest, 24-7 accessible via all channels... The sky is the limit! (Not only tech-savvy) consumers get used to it. But there is a contra movement. Do people want to be recognized every time they stay and remembered? Where is the limit and what are ethical questions? For creating unique and personalized guest experiences technology should go hand in hand with an authentic human-to-human approach with a personal touch; adapted to specific preferences and wishes of guests.

Customer delight arises from attention, kindness, sincere interest of people. Designing and managing (technology enhanced) valuable guest experiences, is about a perfect combination of high tech and high touch. leading to engagement and loyalty. Based on a vision, (data-driven) guest insights and a guest centric DNA. This is what this course is all about.

## ***Writing your thesis (2 EC, 56 hours)***

Building on the knowledge and activities in the Design Based Research course, this course concentrates on the reporting process and products of the research. It must enable students to expose and discuss their research outcomes with clarity, insight in existing conventions and in a way adjusted to the envisioned audience.

## ***Final Thesis 15 EC, 420 hrs***

All acquired knowledge and skills culminate in the final part of the programme, in which the student conducts research in one of the areas covered by the programme. Thesis topics will be suggested to the students throughout the programme.

All research products will be required to show both academic rigour and professional or societal relevance. The thesis will be a research paper that addresses a practical or professional problem and contributes to the theory on the topic, following academic standards; and will also include a management summary, preferably presented as company advice or dissemination paper.