

# *Hotelschool The Hague*

## Education and Exam Regulation 2022-2023

**Programme name: Master Leading Hotel Transformation**  
**CROHO-nummer: 49151**

Degree (in full) Master of Arts Leading Hotel Transformation

Degree (abbreviation) MA.LHT

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

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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</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>	Basis Registratie Personen (BRP) The "BRP", the municipal records contain the personal details of everybody who lives or has lived in The Netherlands. It is mandatory for students to register in the BRP.
<b>Co-Determination Council (CDC)</b>	<b>Co-Determination Council as stated in art. 10.17 WHW. A council as referred to in article 10.3c of the WHW that provides the Bachelor Management Team and Board of Directors with advice/consent concerning the EER. The CDC</b>

**exercise co-determination rights at Hotelschool The Hague. In addition, the CDC conducts an annual review of the implementation of the EER and gives requested or unrequested advice on all other matters related to education. The CDC executes the tasks and duties of former RAC and Education Committee**

<b>Course (unit of concluded education)</b>	A part of the educational programme that is 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, MA.LHT 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 MA.LHT programme. A cohesive group of courses through which a student can acquire a master level of Professional Duty Categories and Professional Excellence Categories.
<b>Curriculum Committee</b>	The curriculum committee safeguards the consistency and cohesion of the curricula, education programmes and the examination programmes. The curriculum committee advises on the development and improvement of the curricula and the examination programmes. In addition, they monitor the currency of the programme by staying up-to-date on the developments within the industry. The curriculum committee formulates improvement proposals for parts of the curricula and checks the changes against amongst others the didactic concept, assessment policy, the Education and Exams Regulation (EER), internal regulations and the quality cycle.
<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>	As per article 10.3C of the WHW, each educational programme or groups of programmes has an education committee. This committee is responsible for improving and safeguarding the quality of said educational programme.
<b>EER</b>	Education and Exam Regulations as determined by the governing body of the school.
<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 Legal Protection</b>	Service as referred to in article 7.59a of the WHW <b>Hague</b> 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>Institutional tuition fees</b>	Tuition fees, as referred to in article 7.46 of the WHW. Tuition fees which are generally applicable to students from outside the European Economic Area.
Intermezzo week	Week in between blocks during which no regular education takes place. In the week between block B and block C, additional resit assessments are offered for year 1. Students in some courses may be required to start their courses during an intermezzo week. This information can be found in the respective course syllabi.
<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 Educational Profile (PEP)</b>	Final attainment level. A combination of knowledge, skills and attitude describing a certain responsibility or task within the professional practice as taught by Hotelschool The Hague to students.
<b>Service Desk</b>	Department where students can ask questions about various departments and where information can be requested.
<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.
Statutory tuition fees	Tuition fees as referred to in the articles 7.45 to 7.45b of the WHW. Please also refer to institutional tuition fees.
<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 as well as the institute of higher education. 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.
<b>Study load</b>	Study load expressed in ECs as referred to in article 7.4 paragraph 1 of the WHW.
<b>Testimonial</b>	Document, as specified in Section 7.11, paragraph 1 and 2 of the WHW.
<b>WHW</b>	Higher Education and Research Act
Working days	All days of the week except the weekend, school holidays, Intermezzo weeks and public holidays.

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

The Education and Examination 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 Co-Determination Council has made its recommendations and 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 ENTRY REQUIREMENTS AND APPLICATION & SELECTION

## **Article 2.1 Educational entry requirements**

Applicants for the Master programme 'Leading Hotel Transformation must be in possession of a Bachelor degree certificate in hospitality management or a Bachelor degree certificate in the fields of leisure and tourism. These degrees must have been awarded by a Dutch, NVAO accredited educational institution. In all other cases, article 2.2 comes into effect.

## **Article 2.2 Foreign degree requirements**

1. When a prospective student with a Bachelor degree awarded at an institute outside the Netherlands applies for the MA.LHT programme, the external advice of the Nuffic is requested and will be leading.
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. An English language test is part of the selection procedure.
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 transferring the relevant expertise and sharpening the necessary skills for graduates to professionally support hotel organisations in creating strategic scenarios and successfully manage innovation projects to achieve (parts of) the desired strategic objectives.
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 Leading Hotel Transformation has been designed as a full-time, 1-year educational programme of 60 ECTS in total.

### **Article 3.3            Language**

The Master programme Leading Hotel Transformation is taught in English and all assessments are taken in English.

### **Article 3.4            Scale and duration of the MA.LHT Programme**

1. The MA.LHT programme consists of 60 ECs, a total of 1680 study hours.
2. The MA.LHT programme is divided into 4 blocks of education with a duration of 10 weeks per block.

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

1. The programme consists of 12 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 MA.LHT 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 form per course, the assessment method 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 two meetings throughout the duration of the programme to discuss any subject. These are individual consultations.
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 Programme Coordinator. The Programme Coordinator may refer the student to 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 final 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. Re-enrolment in the same academic year is only possible per 01 February.

### **Article 4.4 Students with impairment**

1. Students with a n 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), to the timetable, to testing, to educational tools and to 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 MA.LHT 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 has been made.

# Chapter 5 ASSESSMENTS

## Article 5.1 Assessments

1. Each course is concluded by means of an assessment. An assessment can consist of one or several components.
2. If all assessment components of the course are passed, the corresponding ECs are awarded for the course in the study progress monitoring system Osiris.
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 an oral or written assessment or may take a different form. The assessment form for each assessment component is indicated per course in the course syllabus of the specific courses.
5. In special cases, the Exam Committee is authorized, 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 syllabus. The Exam Committee has a period of four weeks after receipt of the request in which to make its decision. It is the responsibility of the applicant to submit the request in time.
6. In subsequent academic years, the name and form of an assessment of a course may be amended, provided that assesses the same content and is specified in the course syllabus. It is the students responsibility to familiarise themselves with the new form of assessment. If, however, the content of the course is changed, the student is given two opportunities in the academic year following the amendment to take the assessment in the manner prescribed prior to the change.

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

At the beginning of each course, the examiners/lecturers must inform the students with regard to the assessments that belong to that particular course, about the following:

- 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 course for which the assessment is the conclusion;
- d. The form of the assessment;
- 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, opportunities and attendance

1. Every year, students are offered two chances to take the same assessment. There are four periods each year when assessments can be taken (in block A, B, C and D). The only exception is described below.
2. By registering for an assessment, but not taking part in the assessment, the student will lose a chance. This will be registered in Osiris as NOSHOW.
  - a. A student is allowed to re-sit an assessment only if he failed to pass the assessment the first time.
  - b. In derogation from the foregoing under a. there is one exception:

- In courses where the assessment is completely made up of an individual grade, a student is allowed to re-sit the assessment once if the student wants to improve his grade after passing the course for the first time. To do so, the student has to apply with the Exam Committee for special permission at least five weeks before the assessment.
  - The highest grade obtained counts. This means that if the second grade is lower than the first grade, the first grade counts. If the second grade is higher, it replaces the original grade.
  - The re-sit chance as described under b. is only applicable in the same academic year. However, if a student wants to re-sit an assessment of the last block of an academic year he is allowed to do so in the first block of the consecutive academic year. Students may only apply to re-take a course they have already passed once per semester. This opportunity is not available for the thesis of the Master's programme.
3. The assessments are held in the block in which the course is offered.
  4. The dates on which the assessments are held and reports and assignments have to be handed in to the examiner, are announced in writing at the beginning of the block in question.

#### **Article 5.4 Registering for assessments**

1. Students are automatically registered for all assessment that are listed in the course syllabus as being part of the course.
2. The student him/ herself is responsible for registration of any re-sits.
3. Students must register for all assessment re-sits registered in the "Assessment Schedule".
4. Students are informed by email when the registration system for the assessment registration is open.
5. If the student takes part in an assessment, for which heshe has not registered, the assessment will be declared invalid by the Exam Committee.
6. If a student is not or no longer enrolled as a student at Hotelschool The Hague and still takes part in an assessment, his/her assessment will be declared invalid and the "no result" will be registered.
7. If a student is prevented from taking part in an assessment due to illness or other circumstances of force majeure, it is possible to request the Exam Committee to restore his assessment opportunity. Evidence of illness and force majeure is required.

#### **Article 5.5 Proof of identity**

During assessments it is obligatory to provide proof of identity via the student 'Smartcard' or other identity card. If the student is unable to show a smartcard or other form of official identification (ID Card, Passport or Dutch driver's license), the assessment is declared invalid by the Exam Committee.

## Article 5.6 Procedure during assessments

1. A written assessment occurs under the supervision of at least two invigilators.
2. An oral assessment, which focusses on knowledge, is administered by at least two examiners. This is also the case for a final thesis project.
3. 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. Invigilation rules for assessments are published on the site of the Exam Committee.
4. The assessment proceedings of a written assessment are recorded in a report. In this report the time of commencement and termination are noted, as are the student names and signatures participating in the assessment, and any irregularities are recorded.
5. The student is not allowed to take the assessment questions with him/her after the assessment.
6. Answers to assessment questions may not be issued before the end of the assessment concerned.

## Article 5.7 Provisions

The Exam Committee is authorized in special cases (for example for students with an impairment), to stipulate a different form of assessment or additional aids than those determined by the examiner, see article 3.12.

## Article 5.8 Examining of assessments

1. All assessments are examined by examiners in accordance with examination criteria and examination standards that are set and published beforehand.
2. One or several of the following examination 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), for example, the degree in which the questions are asked are answered correctly, the degree of participation in the execution of a group assignment.
3. The examination of each assessment is expressed in one of the following scales. There is the following interconnection between marks and descriptions:

Excellent	90 – 100
Very good	80 – 89
Good	70 – 79
Sufficient	55 – 69
Fail	< 55

PASS

FAIL

INVALID

NOSHOW

EXEMPTION

4. The assessment is passed when it achieves a mark of at least 55 or a PASS.



5. If the student takes an assessment more than once, the first pass grade achieved counts. There is one exception to this as stated in article 5.3 paragraph 2, section b.
6. The grades are always rounded numbers on a scale from 1 to 100.
7. The grades on the grade list that is distributed together with the diploma certificate are rounded off to whole numbers.
8. The diploma / degree can be awarded with the title "Cum Laude", if the student has achieved the following conditions.
  - A Grade Point Average (GPA) of 80 or higher
  - The GPA is calculated as follows: the weighted average grade based on the ECs per course and only for those courses for which a numerical grade is given. Exemptions are not included in the calculation.
  - A minimum grade of 80 for the final thesis course
  - Exemptions are not included in the calculation.

### **Article 5.9 Announcement and registration of assessments and ECs**

1. Assessment results are announced 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.
3. No later than four working days after the inspection period for the assessments (review) the results are final and are registered.

### **Article 5.10 Right to inspection and archive**

1. In week 2 of each block, a review is organized, or at a predetermined alternative date and time – set by the Programme Director Master Programmes. Students have the right to inspect their graded work of the assessment.
2. For written reports and oral assessments, a student has the right to inspect the completed examination forms for his graded work or completed oral assessment.
3. For written assessments a student has the right to inspect his graded assessment paper and to be provided with a detailed answer key and indication of how points were allocated for each question.
4. All of the examined written assessments and accompanying written appraisals are stored for a period of at least 12 months after the assessment in question was held.
5. All of the examined written graduation work for the final thesis course, including the written assessments are kept for at least 7 years after the defence took place.
6. All the forms of assessment that are not named in paragraphs 2 and 3 (reports, assignments, recorded oral assessments) including accompanying appraisal are stored for a period of at least 12 months.
7. Copies of certificates and accompanying grade lists are stored for a period of 50 years in accordance with the law on archiving.
8. If necessary, the time periods named in paragraphs 2 to 5 may be extended in connection with an appeal procedure.

### **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 the passages verbatim;
  - c. consulting sources that are not allowed during the assessment;
  - 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 is received. At this meeting, the method of investigation of the reported act is decided. Before the Exam Committee makes its decision on the report, 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 assessment 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 or the student can be required to return his certificate and the Exam Committee can determine that the student in question will receive the certificate only after he has retaken the assessment or Exam in the components as designated by and in a manner determined by the Exam Committee;
    - c. the student's right to take one or more of the assessments of the programme as designated by the Exam Committee is withdrawn for the maximum 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 educational programme
    - e. in case of data falsification, no part of the collected data and any work derived from these data can be submitted or used as such.

A combination of measures is also possible.
  7. If the Exam Committee decides that there was no irregularity and no fraud was committed, the assessment will be examined or, if that is not possible, the Exam Committee will make a special, binding provision.
  8. The Exam Committee meets 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 final assessment results are determined, it is discovered that the work to be examined is as a whole or in part the work of others (with the exception of correct acknowledgements), is borrowed or taken through prohibited methods and/or produced under a false identity.

## **Article 5.12 Students' copyrights**

1. The copyrights of products produced by students as part of the educational 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 prejudice to the provisions of the second paragraph the Hotelschool receives a digital copy of a final assessment (final report or final research study) that the institute may use for educational or publication purposes. This stipulation may be deviated from if it is agreed that (part of) the report or study is confidential.

### **Article 5.13 Exemption from participation in courses or course components**

1. The Exam Committee may grant exemption from specific assessments.
2. In addition to that which is stated in paragraph 1, the Exam Committee may grant a student, at his/her written request, exemption from participation in one or more assessments on the grounds of a certificate, diploma or degree, or other statement that shows that the student has already fulfilled the completion requirements of the assessment in question.
3. The procedure for requesting and granting exemptions is as follows.
  - a. The student has to submit a well-founded written request for exemption from an assessment to the chair of the Exam Committee. The request must be accompanied by:
    - a copy of the certificate, diploma or degree in question;
    - a copy of the course overview or study guide for each of the qualifications;
    - a list of studied literature, lecture notes, readers, etc.;
    - if the content of the component for which exemption is requested was not subject to an assessment, the student must submit evidence showing that he followed the component in question successfully.
  - b. The Exam Committee decides as soon as possible and within 20 working days after the request was submitted – whether or not to grant the request, possibly in consultation with the examiners involved, and informs the student of its decision. A copy of the decision will be filed in the student's file.
  - c. If an exemption is granted, it is registered as an assessment pass in the student records system as EXEMPT on the date the exemption is granted.
4. If the Exam Committee grants an exemption, the student concerned receives confirmation in writing.
5. The student may lodge an appeal against the decision of the Exam Committee with the Appeal Committee within 6 weeks after the date of the decision.

### **Article 5.14 Emergency regulation**

An emergency is a situation in which all persons present are required to immediately vacate the building during an assessment due to an alarm or imminent medical emergency taking place in the examination room or area. In an emergency situation, the assessment is declared invalid and work that has already been handed in is not examined. A new assessment is offered as soon as possible and students are informed about the location, date and time of the new assessment.

### **Article 5.15 Force Majeure**

Under circumstances beyond HTH's control in which it is impossible for Hotelschool The Hague to uphold the Education and Exam Regulations, the EER or certain particular articles or duties may not be executed or might be adjusted during the running academic year. In force majeure situations, the Board of Directors will have the right to decide to deviate from the EER.

## **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 Leading Hotel Transformation degree to students who have successfully passed all assessments and have been awarded all the compulsory 60 ECs that constitute the education programme.

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

1. The degree certificate awarded for the Master Leading Hotel Transformation 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 (MA Degree);
- c) A description of the content of the study programme;
- d) The study load of the programme .

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 Co-Determination Council

## 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 MA.LHT 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 Board 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 Examination Regulation with regard to the knowledge, understanding and skills required to earn a degree;

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

d) Establishing rules and guidelines within the framework of the Education and Examination 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.

9. The Chair of the Co-Determination Council is responsible for the recruitment and selection of the employee and student members of the Co-Determination Council.

### **Article 7.3.1 Appointment and composition of CDC Rules & Regulations on co-determination at HTH**

1. The Co-determination Council exercises co-determination rights together with the Board of Directors and has its legal basis in WHW, article 10.17.

The CDC represents the interest of all students and employees within Hotelschool The Hague. It executes tasks and duties related to the educational programme and all relevant matters regarding the institute and well-being of students and employees.

2. Composition: the CDC consist of six students and six employees. The members are elected via the election procedure as laid down in Rules & Regulations on co-determination at Hotelschool The Hague.

3. Organisation structure: the CDC appoints a board for day-to-day business. The CDC drafts its bylaws in which matters like meetings, procedures, decision-making process and organisation structure is laid down.

4. The tasks and duties of CDC regarding are:

a. issuing recommendations on the Education and Examination 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 Examination Regulation is implemented;
  - c. CDC has the right to invited the exam committee at least twice a year to discuss educational programmes and future changes.
  - d. issuing recommendations, either on request or on its own initiative, to the Board of Directors and Bachelor Management Team on all other matters pertaining to education in the study programme;
  - e. Institutional level matters, such as a renovation or crisis management
  - f. Matters related to well-being of students and employees.
  - g. The Board of Trustees meet with the CDC at least twice a year.
5. Consent rights: the board of Directors might require consent from the CDC prior to any decision or change regarding the following matters:
- institutional plan,
  - the Student Charter,
  - quality assurance system,
  - Education and Exam Regulation,
  - rules regarding working conditions,
  - profiling fund (public student fund offering financial support to students who incur a study delay due to a number of specific causes),
  - other matters mentioned in article 16 Rules & Regulations Co-determination Council CDC.
- 5.1 Advisory right: the Board of Directors is obliged to request the CDC for written advice before making any decisions on the following matters:
- general matters that secure the continuity of Hotelschool The Hague
  - budget planning
  - EER related matters
- 5.2 The Board of Directors must ask written advice from the student delegation of CDC on the following matters:
- policy on institutional tuition fee,
  - general employment policy,
  - other matters stated in Rules & Regulations co-determination council HTH.
- 5.3 The Board of Trustees must seek written advice from CDC on the following matters:
- the profiles of members of Board of Trustees,
  - the appointment or dismissal of the members of Board of Directors,
  - other matters stated in Rules & Regulations co-determination council HTH.

### **Article 7.3.2 Appointment and composition of Education Committee**

Article 10.3c of the Dutch Higher Education and Scientific Research Act (in Dutch: Wet op het hoger onderwijs en wetenschappelijk onderzoek, hereafter: WHW) requires every programme or group of programmes within the Hotelschool to have an Education Committee. The Hotelschool has regulated in the Management and Administrative Regulation that there will be a Joint Education Committee for the Bachelor Programme and for the Master Programmes: Master in International Hospitality Management and Master Leading Hotel Transformation. The following is an English translation of the details of this article.

1. The Board of Directors appoints the members of the Education Committee. The number of members of the Education Committee is set at 8 members. Half of the members of the Committee are bachelor and/or master students. The other members are lecturers and instructors associated with the bachelor and/or master programmes. Members of the Education Committee cannot be a member of the Co-determination Council at the same time, just as members of the Co-determination Council cannot be a member of the Education Committee at the same time. Members of the management and Board of Directors of Hotelschool The Hague may not become a member of the Committee.

2. For the appointment process of the staff and student members, please refer to the Regulations of the Education Committee.
3. The Education Committee has the right of consent on the following topics:
  - a. the way in which the education in the relevant programme is evaluated
  - b. the content of the graduation courses within a programme,
  - c. the qualities in relation to knowledge, understanding and skills, which the student needs to have acquired by the end of the programme,
  - d. where applicable, the organisation of practical exercises
  - e. the study load of the programme and of each course unit which forms part of this,
  - f. in relation to which programmes article 7.5d has been applied,
  - g. where applicable: the way in which the selection of students for a special project within a programme, as intended in article 7.9b, takes place,
  - h. the language of teaching and examination.
4. The Education Committee has the right of advice on the following topics:
  - a. a. the content of the programme and any associated exams, o f.
  - b. the detailed rules, as intended in article 7.8b, sixth paragraph, and 7.9, fifth paragraph, o h. the number and sequence of exams, as well as the times when these can be taken,
  - c. o i. the full-time, part-time or dual organisation of the programme,
  - d. o j. where applicable, the order, the time periods and the number of times per academic year the opportunity is offered to take assessments and (final) exams, as well as the manner of enrolment and the regular timeline of enrolment that applies,
  - e. o k. the further rules referred to in Article 7.10 fourth paragraph,
  - f. o l. whether the exams are taken in an oral, written or other manner, subject to the Exam Committee's authority to make alternative arrangements in special cases,
  - g. o m. the way in which students with a disability or chronic condition are given a reasonable opportunity to take the exams,
  - h. o n. the public nature of the oral exams to be taken, subject to the Exam Committee's authority to make alternative arrangements in special cases,
  - i. o o. the period of time within which the results of an exam are announced, as well as whether and how this timeframe can be deviated from,
  - j. o p. the manner in which and the period during which those who have taken a written exam will be given an insight into their assessed work,
  - k. o q. the manner in which and the period during which the questions and assignments asked or set within the context of a written exam, as well as the standards used for the assessment, can be examined,
  - l. o r. the grounds on which the Exam Committee can grant exemptions for the taking of one or several exams for previously successfully passed exams or (final) exams in higher education, or knowledge or skills acquired outside of higher education,
  - m. o s. where applicable, that the successful passing of exams is a condition for admission to taking other exams,
  - n. o t. where applicable, the obligation to take part in practical exercises with a view to being admitted to taking the exam in question, subject to the Exam Committee's authority to waive this obligation, whether or not by imposing alternative requirements,
  - o. o u. the monitoring of student progress and the individual student counselling,
  - p. o x. the actual education design, including in any case the offer to premasters,
  - q. o y. where applicable, the regulation referred to in Article 7.9a third paragraph, second sentence,



## **CHAPTER 8 CLOSING PROVISIONS**

### **Article 8.1 Hardship Clause**

The Board of Directors may, in special circumstances not provided for in this charter, make a decision or provision after consultation of the Programme Director Masters and the Co-Determination Council.

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

1. The student has the right within six weeks after notification of a decision by the Master Programme Selection Committee, or by the Exam Committee or an examiner, to lodge an appeal or objection via the Hotelschool The Hague Legal Protection.
2. An appeal or objection can be sent by email to [legalprotection@hotelschool.nl](mailto:legalprotection@hotelschool.nl) and by post to Brusselselaan 2, 2587AH Den Haag.
3. Appeal or objection can be submitted by an authorized representative of the student, if the appeal or objection 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 class, course or course component of the 'old' programme and/or 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 by the exam committee 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 of Arts programme Leading Hotel Transformation" and it enters into force on XXX. The Board of Directors approved of this EER on 13 September 2022 following consent by the Co-Determination Council and Education Committee.

## **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 examination the student is seated in the appointed examination room prior to the assessment.
4. The student is allowed to enter the examination room within 30 minutes after the assessment has begun and to take part in the assessment.
5. The student is not allowed to leave the examination room during the first 30 minutes of the assessment.
6. 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 examination questions on A3 paper, extra examination time etc.).
7. In a written assessment the student may leave the examination room after (s)he has finished the assessment, and after he has handed in the examination paper together with any scrap paper and the examination questions (if so stated on the exam front page) to the examiner or invigilator. However, a student is not allowed to leave the examination room during the first 30 minutes of the examination or test.
8. After leaving the room, the student is not allowed to stay longer than strictly necessary in the vicinity of the examination room in question or other rooms that are used for the examination.
9. In a written examination 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.
10. In a written examination, the permitted examination aids are stated on the front page of the exam. The student is only allowed to use permitted examination aids brought into the exam (dictionaries, for example).
11. The invigilator or the examiner may confiscate examination aids that are not permitted, in as far as this is required as evidence of an irregularity.
12. In a written examination 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.
13. In a written examination students are not allowed to speak after the distribution of the examination papers has started unless given express permission to do so by the examiner or invigilator.
14. The student may use of the toilet facilities. One student at a time. And under the guidance of the invigilator. During a toilet visit the student must leave all possessions in the examination room.
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 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.
17. Water and small bites may 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.
18. 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.

## Appendix 2 Course overview and ECs

In the MALHT programme 60 ECs are allocated to the courses as follows:

CURRICULUM MASTER LEADING HOTEL TRANSFORMATION			
Block 1 (15 EC)	Block 2 (15 C)	Block 3 (15 EC)	Block 4 (15 EC)
Developments	Business	Transformation	Integration
Strategic foresight	Innovation and business Improvements in Hotels	Transformation of the hotel	Final Thesis
Digital Developments for the hotel industry	Circular thinking in the hotel ecosystem	Guest Experiences in the hotel industry	
Sustainable leadership of the hotel ecosystem	Sustainable leadership of internal stakeholders	Writing your thesis	
DOResearch	DOResearch	DOResearch	
Personal Leadership	Personal Leadership	Personal Leadership	

1.	Strategic Foresight	5 EC
2.	Digital Developments for the Hotel Industry	6 EC
3.	Sustainable Leadership of the Hotel Ecosystem	2 EC
4.	DOResearch	3 EC
5.	Personal Leadership	3 EC
6.	Innovation and Business Improvements in Hotels	5 EC
7.	Circular Thinking in the Hotel Ecosystem	6 EC
8.	Sustainable Leadership of Internal Stakeholders	2 EC
9.	Transformation of the Hotel	6 EC
10.	Guest Experiences in the Hotel Industry	5 EC
11.	Writing your Thesis	2 EC
12.	Final Thesis	15 EC

## Appendix 3 National Professional and Educational Profile (PEP)

The Professional and Educational Profile 2017-2023, is the national standard that is one of the points of reference for the content of the Master Programme Leading Hotel Transformation. The PEP is an official guideline initiated and formalised by The Association of Dutch Hotelschools. The PEP is a framework applied by all seven Dutch Hotelschools when defining the Bachelor hospitality management graduate profile as a result of all the underlying PEP learning outcomes. This management graduate profile has been chosen as the solid basis for the MMA.LHT programme.

The bachelor PEP numbers 6 (Strategic Hospitality Management and Change), 7 (Leadership and People, 10 (Business improvement) and 11 (Management of information) as well as the skills themes 1.1 (creativity and innovation), 1.2 (critical thinking, problem solving, decision making) 2 (collaboration) and 3 (Information literacy) and 4 (personal and social responsibility) play a key role in the MA.LHT programme. Whereas for the bachelor these indented learning outcomes are at PEP level 2, for the MA.LHT programme, PEP level 3 is applicable.

Level 3	Complexity		Autonomy
<p>The student is able to execute a complex task independently in a complex and unpredictable situation with complete control of the required skills</p>	<p><b>Complex and unstructured:</b>                      The issue is unknown, must be analysed.                      No standard approach exists, new procedures need to be developed.                      Advanced specialists (and sometimes interdisciplinary) knowledge and skills are required</p>	<p><b>Unknown, dynamic and non-transparent</b>                      Multi-disciplinary.                      Several parties as well as political sensitivities must be taken into account.                      High level of interaction and communication</p>	<p><b>Little direction and coaching</b>                      Acting on own initiative.                      Making well-argued choices and decisions.                      Responding to unexpected circumstances.                      Reflecting on own task and role</p>

*Table 2 – Description of the master level (level 3)*

## Intended Programme Learning Outcomes Master Leading Hotel Transformation

The fundament of the MA.LHT is described above. This has been translated into the intended learning outcomes, focusing on three main themes: *Strategy – Transformation – Leadership*. These three main themes cover the eight intended Programme Learning Outcomes.

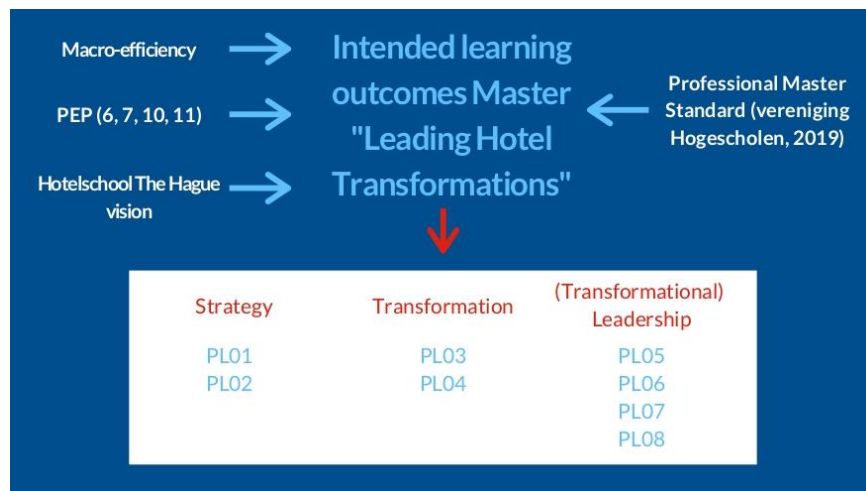


Figure 2 – From intended learning outcomes to the main themes and the Programme Learning Outcomes

The table below shows the translations the selected PEP themes into the three main themes and their eight Programme Learning Outcomes for the Master programme Leading Hotel Transformation.

Themes 1-3	# 1-8	PLO	MA.LHT Graduate Profile
Strategy Digital and Circular	PL01	Strategic advice	Offer strategic advice to hotels based on evidence-(research) based reasoning and strategic planning
	PL02	Data analysis	Identify and analyse relevant data sets
Transformation	PL03	Translating trends	Translate digital and circular trends and developments into business model modifications
	PL04	Project Management	Set-up and lead transformation projects using agile, lean and scrum methodologies
Transformational leadership	PL05	AQ leadership skills	Give direction, take the lead in finding alternatives / solutions in unpredictable, uncertain and unclear situations
	PL06	Complex problem solving based on Design Based Research	Solve complex problems based on a design-oriented research approach (includes critical thinking)
	PL07	Managing stakeholders	Set up strategic relations management approaches / plans for both internal and external stakeholders
	PL08	Ethical reasoning	Critically question the consequences of digital and circular transformations for society at large

Table 3 – The three main themes and eight Programme Learning Outcomes

## Connecting eight PLOs and twelve MA.LHT courses

The three main themes with their eight Programme Learning Outcomes are the starting point for the offered twelve MA.LHT courses, each with their own learning goals that together create the MA.LHT programme curriculum.

			Circular & digital strategies		Transformation		(transformational) leadership				
			Strategic advising	Data analysis	Translating trends	Project management	AQ leadership skills	Complex problem solving based on DBR	Managing stakeholders	Ethical reasoning	
			PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	
Phase		EC	Learning goal levels								
Courses	Block										
Strategic foresight	A	5		30%	50%			20%			
Digital developments for the hotel industry	A	6	20%	30%	50%						
Sustainable leadership of the hotel ecosystem	A	2					25%		50%	25%	
Design Oriented Research	A, B, C	3		30%			20%	50%			
Personal Leadership	A, B, C	3					75%			25%	
Innovation & business in hotels	B	5	40%		20%	20%	20%				
Circular thinking in the hotel ecosystem	B	6	40%					30%		30%	
Sustainable leadership of internal stakeholders	B	2	20%						40%	40%	
Transformation of the hotel	C	6				75%	25%				
Guest experiences in the hotel industry	C	5	10%	30%					50%	10%	
Writing your thesis	C	2						100%			
Thesis company research	D	15						50%			
		60									

Table 4 – Overview of the courses related to the themes and the Programme Learning Outcomes

## **Appendix 4 Study Guide**

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

## **Appendix 5 Course evaluation**

*Course evaluations MA.LHT Programme*

### **Methodology**

- Survey of student satisfaction

Measurement:

- E-mail send to all students at the end of each block, after the assessment and before the grade was announced
- Fieldwork in the first week the mail has been sent
- Anonymous reply and all participants receive an e-mail with the outcome and improvement
- The outcome is shared with all participants and the improvement is discussed with the lecturers.
- 7-point scale for questions is converted in the presentation to a 5-point scale

### **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?

Assessment

- Average of The assessment accurately assessed what I have learned in this course
- Average of The examiner/instructor provided clear assessment criteria/evaluation criteria before or during the exam
- Average of The assessment in this course, has enhanced my learning

Guest Lectures

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