

Hotelschool The Hague

Education and Exam Regulation

Programme name: Master of International Hospitality Management
CROHO-number: 70177

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

Degree (abbreviation) MBA.HM

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

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CHAPTER 1 GENERAL

Article 1.1 Definitions

Academic year	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.
Accreditation	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).
Appeal Committee	A committee of appeal for students designated by Hotelschool The Hague as defined in Article 7.60 and 7.61 of the WHW.
Assessment (interim exam / examination / test)	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'.
Assessment Committee	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.
Block	A period of 10 weeks during which education is provided and examinations are held.
Board of Appeals for Higher Education	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.
Board of Directors	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.
Course (education unit)	A part of the educational programme that is concluded with an assessment (exam/interim exam), as referred to in article 7.3 paragraph 3 of the WHW and to which a number of ECs are linked.

Course table	An overview of all units of education at Hotelschool The Hague, Master programme, including course components, the appraisal method and ECs per course unit.
CROHO	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.
Curriculum	The study programme of the Hotelschool The Hague's Master programme. A cohesive group of courses through which a student can acquire a master level of Professional Duty Categories and Professional Excellence Categories.
Co-determination Council	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 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.
Didactic concept	A framework of regulations within which the study programme is developed and offered.
Diploma supplement	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.
DUO	The Dutch Organisation for the Execution of Education, part of the Ministry of Education, Culture and Science.
European Credit (EC)	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.
ECTS	European Credit Transfer System.
EER	Education and Exam Regulations as determined by the governing body of the school.
Essential Course (EsC)	A course based on professional practice and in which theoretical knowledge and models and conceptual skills are developed on the basis of complex, real-life assignments.

Exam	The whole of the successfully completed assessments for the courses belonging to the study programme (article 7.10, paragraph 2, WHW).
Exam Committee	The committee of persons as referred to in article 7.12 of the WHW.
Examiner	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.
Exemption	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.
Fraud	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.
Full-time programme	An education programme that is so structured that it does not take any other activities into consideration other than those related to education.
GBA	The municipal records contain the personal details of everybody who lives or has lived in the Netherlands. It is mandatory for students to register.
Governing body	The Board of Directors of Hotelschool The Hague.
HBO master course	A higher professional education programme as determined in article 7.3a, paragraph 2 of the WHW.
Higher Education Register	(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.
Hotelschool The Hague Legal Protection	Service as referred to in article 7.59a of the WHW where all appeals, objections and complaints made by students with regards to legal protection are lodged.
http://MyHotelschool.nl	Digital work environment for students and staff of Hotelschool The Hague.
Impairment	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.

Institute tuition fees	Tuition fees that a student has to pay to enter the Master programme.
Integrated Professional Duty Course (IPC)	Course in which professional practice is simulated and the students work on professional duties in a project-based manner in an organisational context. (see Didactics Manual on http://Myhotelschool.nl)
Irregularities	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.
Lecturer	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.
OSIRIS	Student Information system for the registration of study progress.
Professional Duty Category (PDC)	Final attainment level. A combination of professional knowledge, skills and attitude describing a certain responsibility or task within the professional practice as taught by Hotelschool The Hague to students. The study programme consists of 9 PDCs and 2 PECs.
Service Desk	Department where students can ask questions about various departments and where information can be requested.
SIS	Student Information System. Hotelschool The Hague uses the Osiris student information system.
Smartcard	Identification card issued by Hotelschool The Hague for employees as well as students.
Student	Person who is enrolled at Hotelschool The Hague as a student, as referred to in article 7.32 of the WHW. In order to improve legibility, the student will be referred to as he/him rather than he/she and him/her in this document.
Student Charter	The Student Charter as referred to in article 7.59 of the WHW comprises a description of the rights and obligations of students. The Student Charter consists of a general part specific to the institute and an education-specific part.
Student Counsellor	Employee whose duty it is to counsel, inform and advise (potential) students in the area of study, education and personal situation/circumstances.
Studielink	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).

Study Guide	Guide published by Hotelschool The Hague once per academic year containing information about general school affairs, activities and organisation of the school, student facilities and course content of the Master programme.
Study load	Study load expressed in ECs as referred to in article 7.4 paragraph 1 of the WHW.
Testimonial	Document, as specified in Section 7.11, paragraph 1 and 2 of the WHW.
WHW	Higher Education and Research Act

Article 1.2 Applicability of the regulation

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

CHAPTER 2 PREVIOUS EDUCATION, ENTRY REQUIREMENTS, SELECTION AND EXEMPTIONS

Article 2.1 Educational requirements

Applicants for a Master programme must be in possession of a bachelor degree certificate in international hospitality management or a bachelor degree certificate in the fields of economy, business administration or management. Both a Bachelor of Arts and a Bachelor of Science suffice for application, the main field of study should however have been economics, economy, business administration or management – with a mandatory strong focus on the world of hospitality.

Article 2.2 Foreign degree requirements

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

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

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

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

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

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

Article 2.3 Selection

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

CHAPTER 3 CONTENT AND ORGANISATION OF THE PROGRAMME

Article 3.1 Aim of the programme

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

Article 3.2 Course programme

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

Article 3.3 Language

The MBA Programme is taught in English and all assessments are taken in English.

Article 3.4 Scale and duration of the Master Programme

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

Article 3.5 Structure of the programme

1. The programme consists of 14 courses for which a student, on satisfactory completion of the assessments, is awarded the appropriate number of ECs. The description of the courses can be found in Appendix 2 of this EER.
2. The courses will be taken following a fixed schedule which is made available to the students per block via Myhotelschool.
3. The following statements are described in greater detail in the MBA Programme Study Guide, appendix 4 of this 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 three 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 Student Counsellor and / or Confidentiality Advisor.

Article 4.2 Record of student progress

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

Article 4.3 Disenrollment and interruption of enrolment

1. Each student has the right to terminate his/her studies in the course of the academic year and disenroll from the programme.
2. Disenrollment and therefore termination of the study within the academic year results in reimbursement of a limited part of the tuition fees. At least half (50%) of the tuition fees must always be paid. After formal disenrollment, the student has the right to restitution of 1/12 of 50% of the tuition fees for each month of the remaining academic year, as of the first day of the month following the student's formal disenrollment.
3. As of the academic year 2019-2020 Hotelschool The Hague will enrol MBA students for an additional consecutive academic year in case they have not yet successfully finalized their studies within the regular 13 months. These students can only be enrolled into the next academic year if they have obtained more than 60% of the study credits of the MBA programme, being 45 ECs. Students who are entitled to extend their studies with maximum one more year can only do the exams they have not passed yet. They have maximum 2 opportunities for each exam. If the student did not finish his or her studies after this additional year, he or she will be disenrolled of the programme. Students of the cohorts 2016-2017, 2017-2018 and 2018-2019 who have not finalized their studies yet will be notified at the start of academic year 2019-2020 that they will be given another final academic year to finish their studies (academic year 20/21).

Article 4.4 Students with impairment

1. Students with impairment are legally entitled to effective provisions, unless they form an unreasonable burden for the institute.
2. Provisions must serve to remove or reduce obstacles so that the student has the opportunity to successfully complete the programme. Provisions must help the student to be independent and participate as fully as possible. The provisions may involve adaptations to the educational programme (including placements), time table, testing, educational tools and other educational facilities.
3. The Exam Committee decides on requests for provisions related to taking part in assessments taking into account the requirements the school poses regarding knowledge, understanding and skills necessary to obtain the degree as referred to in article 7.2.
4. A student wishing to qualify for specific provisions referred to in the second paragraph, must apply to the Student Counsellor.
Within 10 working days after the application is received, the student will receive an invitation for an interview, which will take place no later than 20 working days after receipt of the application. In the interview, the impairment of the student will be charted and the provisions discussed that could support the student during his study. The student ensures that (s)he brings the necessary written evidence provided by an independent expert documenting the impairment. On the basis of the interview, the Student Counsellor and student compile a document that contains a request for provisions and the Student Counsellor's recommendations. This document is signed by both parties. Depending on the nature of the provisions, the student also submits the document as a request to the Exam Committee as noted in paragraph 3 and/or the Master Programme Director.
5. A decision will be made within 4 weeks after receipt of a request as noted in paragraph 4, unless a request necessitates further investigation. In that case the student will be given a definite answer when a decision on his/her request will be made.

CHAPTER 5 ASSESSMENT

Article 5.1 Assessment

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

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

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

- a. The content (subject matter) of the assessment;
- b. The requirements the student must fulfil in order to pass;
- c. The number of ECs for the education unit for which the assessment is the conclusion;
- d. The form of the assessment.

Article 5.3 Assessment chances

1. Every academic year students are offered two chances to take the same assessment. Registration for assessments is not required within the MBA. Participation in the course means the student will sit the exam, by default. Not taking part at the assessment – without prior notice and consent of the Programme Director - means that the student will lose a chance and this will be registered in Osiris as a NOSHOW.
2. A student is only allowed to resit an assessment if he/she failed to pass the assessment.
3. The date and time for the resit is set after consultation between the programme director, the course lecturer and the student(s). Objective is to organize the resit maximum 6 weeks after the first assessment.
4. The first assessments are held at the end of the block in which the course is offered.

Article 5.4 Registering for assessments

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

Article 5.5 Assessment procedures

1. A written assessment or defence occurs under the supervision of at least two invigilators. Oral assessments are not part of the MBA course programme.
2. Students can only participate in an exam upon presentation of an official ID document with a passport picture and date of birth or a smart card. On the smart card, the picture, student number and name should still be clearly legible.
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.
4. The student is not allowed to take the assessment questions with him/her after the assessment.
5. Results of the assessment may not be issued before the end of the assessment concerned.
6. In case of an exam disruption or termination before the scheduled end time of the exam (due to evacuations, fire alarms, medical emergency of persons present e.g.) the exam will be rescheduled. The new date, time and location will be discussed with the concerned lecturer and students and will be decided upon no later than 5 working days after the concerned exam.

Article 5.6 Provisions

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

Article 5.7 Assessment evaluation

1. All assessments are evaluated by examiners involved in conformity with the assessment criteria that are set and published in the Study Guide. Course evaluations are held every block (see appendix 5). These evaluations provide input for the yearly improvement of the courses.
2. In the event that the Exam Committee has stipulated that experts external to the school are involved in the assessment, the manner in which they are involved is described in the appropriate course module of the Study Guide.
3. One or more of the following assessment criteria are applicable:
 - a) Writing a report or completing an assignment (quantitative);
 - b) The degree in which the criteria specified for a report or assignment are fulfilled (qualitative).
4. The assessment of each examination is expressed on one of the following scales:
 - a) A grade between 1 and 100.
 - b) PASS Sufficient
 FAIL Insufficient
 INVALID Declared invalid
 NO SHOW Did not attend

EXEMPTION Exempted

In appendix 2 the scales of the different assessments of the courses are expressed.

5. The assessment is a pass if a grade of at least 55, a PASS, or Sufficient has been awarded. Assessments that have been successfully passed, may not be retaken.

6. The grades are always numbers on a scale of 1-100 (56, 59, 63, 79 etc.).

7. The grades on the final grade list that is distributed together with the programme diploma are always numbers on a scale of 1-100 (56, 59, 63, 79 etc.).

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

a) the student has passed all assessments at the first attempt;

b) the student has been awarded a 70 or higher for each assessment or assessment component of a course for which a numeric grade is awarded;

c) the weighted average of all the education units of the programme for which a numeric grade is awarded is at least 80.

Article 5.8 Announcement and registration of assessments and ECs

1. As proof that an assessment has been taken, the result is made known by the examiner and registered in Osiris. This must be done within 15 working days after the day on which the assessment was taken.

2. No rights can be derived from temporary grades.

Article 5.9 Right to inspection and archive

1. An assessment review is organised, preferably in week 3 of each block and not later than week 5. Students have the right to inspect their corrected work (including the assessment assignments) for the written assessment and the evaluation.

2. All of the written assessments and their accompanying written appraisals are stored for a period of at least 12 months after the assessment in question was held.

3. All of the assessed written graduation work for the final course 'Consultancy Project', including the written evaluations, is kept for at least 7 years after the defence has been held.

4. All the forms of assessment that are not named in paragraphs 2 and 3 (reports, assignments, recorded oral tests) including accompanying appraisals, are stored for a period of at least 1 year following the assessment.

5. Copies of certificates and accompanying grade lists are stored for a period of 50 years in accordance with the law on archiving.

6. If necessary, the time periods noted in paragraphs 2 to 5 may be extended in connection with an appeal procedure.

Article 5.10 Exemption from participation in courses or course components

1. Should the student believe him/herself to be eligible for exemption from one or more assessments that form part of one or more education units, (s)he should submit a request in writing to the Exam Committee. The student has to motivate the request with the results of similar assessments or examinations that demonstrate that the student has successfully completed said assessment elsewhere in higher education, or provide evidence of competences achieved

outside of higher education.

2. The Exam Committee evaluates the request on the grounds of the evidence provided that shows that the student has fulfilled the requirements of the assessment in question. The Exam Committee may also determine that the student demonstrates the achieved competences in another form of assessment. Should this be decided, the Exam Committee will draw up a document describing the content and procedure and make it available to the student in question.

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

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

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

Article 5.11 Irregularities and fraud (WHW article 7.12b.paragraph 2)

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

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

3. Fraud includes:

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

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

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

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

e) consciously giving others the opportunity to commit fraud;

f) an attempt to commit fraud.

g) data falsification

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

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

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

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

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

assessment in the components as designated by and in a manner determined by the Exam Committee;

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

d) In case of data falsification, no part of the collected data and any work derived from these data are considered valid and cannot be submitted or used as such.

e) in the case of serious irregularities or repeated acts of fraud, the Board of Directors can recommend to permanently terminate enrolment in the education programme. A combination of measures is also possible, as stated in the sanction policy examcommittee.

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

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

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

Article 5.12 Student copyright

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

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

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

CHAPTER 6 CONDITIONS FOR DEGREE CONFERRAL

Article 6.1 Notification of assessment results

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

Article 6.2 Conferral of degrees

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

Article 6.3 Certificates (WHW article 7.11)

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

Article 6.4 Certificate on leaving school

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

CHAPTER 7 EXAM COMMITTEE AND 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.
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.

Article 7.3 Co-determination Council (CDC)

Appointment and composition of CDC Rules & Regulations on co-determination at HTH

The Co-determination Council exercises co-determination rights together with the Board of Directors and has its legal basis in WHW, article 10.3c. 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.

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.

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.

The tasks and duties of CDC regarding are:

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;
annual evaluation of the way in which the Education and Examination Regulation is implemented;

CDC has the right to invite the exam committee at least twice a year to discuss educational programmes and future changes.

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;

Institutional level matters, such as a renovation or crisis management
Matters related to well-being of students and employees.

The Board of Trustees meet with the CDC at least twice a year.

Consent rights: the board of Directors requires consent from the CDC prior to every 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 (special student fund)
- other matters mentioned in article 16 Rules & Regulations Co-determination 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 secures 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 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 HTH

CHAPTER 8 CLOSING PROVISIONS

Article 8.1 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.

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 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 part of the 'old' programme and accompanying examination has been offered for the last time, the examination in question is offered twice as a resit examination. After that, it is decided which examination from the 'new' programme a student must sit as replacement for the 'old' examination part.

Article 8.4 Official title and entry into force

The official title of this regulation is: "Education and Exam Regulation for the Master programme of International Hospitality Management and enters into force on 21 July 2017 and retroactively from 1 September 2015 for appendix 2.

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 bits 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 Master programme 75 ECs are allocated to the courses as follows:

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

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

Appendix 3 Professional Duties in International Hospitality Business

9 Professional Duty Categories and 2 Professional Excellence Categories

Professional Duty Categories (PDC)

PDC1 Understanding the ins and outs of creating and providing hospitality

PDC2 Initiating and creating new hospitality products and services independently, innovatively and in an enterprising manner

PDC3 Developing strategy, based on an understanding of how to deal with changes / forces in the external hospitality business environment, including the strategic development of networks and business relationships

PDC4 Analysing hospitality company policy issues, translating them into internal objectives, and making concrete plans for implementation at the level of departmental or business functions

PDC5 Analysing financial performance, the internal hospitality environment, information and processes to strengthen coherence and interaction (reciprocity)

PDC6 Designing, controlling and improving organisational and hospitality business processes

PDC7 Dealing with the powers and influence of (external) stakeholders, i.e. owners, banks, regulators, distributors, clients, society etc.

PDC8 Optimizing human resources in the light of the organisational strategy

PDC9 Developing, implementing and evaluating change processes

Professional Excellence Categories (PEC)

PEC10 Putting into practice and applying social, communication and language skills

PEC11 Putting into practice and applying self-direction and intrapersonal skills

Each Professional Duty/Excellence Category (PDC/PEC) will be elaborated on the following elements:

- Focus: what is the primary focal point of the PDC/PEC
- Central question: what is the central question a manager needs to ask him/herself when working within this PDC/PEC
- Main Stakeholders: what are the most important stakeholders a manager has to deal with within this PDC/PEC
- Specific Professional Duties, Processes and Projects: the more specific tasks, duties, projects and processes that specify this PDC/PEC
- Professional products: mid-term and end products that could be a result of performing the duties within this PDC/PEC

We also indicate a number of potential educational products: general templates or forms of products which you can use for a specific professional product assessment: Proposal, Plan, Report, (set up of a) System, website, a product or a service, an event, plan of approach, research plan, evaluation plan, conversation, presentation, debate, poster, film/dvd, scenario, article, brochure, schedule, proposal, demonstration, game, menu, SOPs recipe. For the relevant Body of Knowledge boundaries per Professional Duty Category, please refer to the document "Integrated Professional Duties and Body of Knowledge.xls"

This BOK consists of the following categories:

- Cognitive learning goals: Knowledge and conceptual skills
- Psycho-motor learning goals: Behavioural and practical skills
- Affective learning goals: Attitude

Master versus Bachelor Level

The content of the Master programme is directly linked to the nine professional duty categories and the two professional excellence categories. The PDCs and PECs form the basis of the education programme: the course content and didactic. The profile of the Master programme is derived from the national professional and educational profile Bachelor of Business Administration in Hotel Management 2012-2016, "CROHO 34411, June 20, 2013, (Foundation for National Consultation on Higher Hotelschool Education). This profile was created on behalf of the five Dutch Hotelschools, which thereby justify the license and profile to the BBA sector council and the HBO Council.

The Master programme has five PDCs that are included in the Body of Knowledge. All elements of the bachelor profile can be found in the curriculum of the master. However, the master has a substantial deepening / specialisation of the issues that are included in PDC 1, 2, 3, 6, 9 and PEC 10.11 of the Bachelor profile. This specialisation is visible in the Body of Knowledge from the master, consisting of five PDCs and takes shape in the master education programme. Decisive for the determination, pursuance and achievement of the final level of the diverse education programme components of both the Hotelschool The Hague Bachelor and Master programmes are the Dublin Descriptors adopted in 2004 for all first, second, third and short cycle programmes for higher education in Europe.

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

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

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

Professional Duty Category 1

Understanding the ins-and-outs of creating and providing hospitality

Focus

Providing hospitality
Primary guest-related processes and concepts

Central Question

How to arrange everything around my guests

Main Stakeholders involved

Guests

Specific Professional Duties, Processes and Projects

- Creating experiences in and with the primary processes of a hospitality organization
- Translating goals and objectives w.r.t. desired appearance/concept/theme of the hospitality organisation/chain in the environment, aiming at particular target groups to achieve a market position.
- Designing a service/hospitality concept to create a guest experience in hospitality.
 - Taking multiple aspects into account: strategy (also structure and culture), return, satisfaction of employees.
- Organizing guest cycle ("pre-arrival", "arrival and stay" "departure") with the goal to fulfil the needs, demands, objectives, wants and expectations of (potential) guests;
- Providing services in interaction with guests, flexibly and hospitably.
 - Observing and analysing needs and wants of guests, involving the guest in this analysis and possible solutions;
 - Designing a solution (a hospitality offer, product, service, event, ...) and taking care of planning and implementation
 - Evaluating the guest's experiences and satisfaction, in order to (further) improve the solution of offer.
 - Handling critical situations with guests, providing alternative solutions or offers
- Being a contact person for important guests and relations. Communicating with guests
- Guiding employees in showing hospitable behavior (fulfilling an exemplary role)

Professional (mid-term & end) Products (examples)

A service, an event or a program, F&B Menu and wine list, Guest-Process design, Conversations with guest, Complaint handling procedure and conversation, Guest comment card, Cleaning/Housekeeping plan, Safety and security plan, HACCP plan, BHV plan, Speech, Floor-plan, SOP's, Introduction program new employees, Information (PR) material like a brochure.

<p>Professional Duty Category 2</p> <p>Initiating and creating new hospitality products and services, independently, innovatively and enterprising</p>
<p>Focus</p> <p>Product Development and Innovation</p>
<p>Central Question</p> <p>How to develop and innovate my hospitality offer</p>
<p>Main Stakeholders involved</p> <p>Consumer (in different roles), competitor, supplier, owner</p>
<p>Specific Professional Duties, Processes and Projects</p> <ul style="list-style-type: none"> • Gaining insight in developments in needs, benefits, objectives, wants (et cetera) and experiences of (potential) guests • Initiating and creating – independently – innovative hospitality concepts, products and services to fulfil guests needs. • Creating value by making use of opportunities and by understanding yourself and the environment. • Using imagination, sensitivity, creativity with regard to 'experience and high touch'. <p>Complexity of this duty is high, because of problems being non-routine, solutions being not standard and having a high-risk factor.</p>
<p>Professional (mid-term & end) Products (examples)</p> <p>Product plan, Product proposal, Concept design, New hotel design (incl. architecture), Pre opening plan, Floor-plan, Meeting with HQ to present plan, ...</p>

Professional Duty Category 3

Developing strategy, based on a vision to deal with changes / forces in the external hospitality business environment, including the strategic development of hospitality networks and relations

Focus

Environment and Strategy

Central Question

How to develop strategy, given internal organisational characteristics and qualities and the external hospitality business environment (outside the organisation and in the future)

Stakeholders involved

All

Specific Professional Duties, Processes and Projects

- Initiate and use (market and other) research, national and international, by means of self-developed networks, information sources and carriers, in order to:
 - Keep up with, analyse and recognise new developments, trends and changes w.r.t. Hospitality, Food and Beverage, service provision, et cetera,
 - Anticipate and develop a vision, together with other managers and employees, on those developments, and
 - Respond properly by deciding on relevancy of developments based on context of organisation.
- Develop strategy for a hospitality company as a whole (corporate, network)
- Understand the implication for lower level strategies (business, functional)

Professional (mid-term & end) Products

Research proposal, Plan of approach, SWOT, Research report, Strategic plan or advice

Professional Duty Category 4

Analysing hospitality company policy issues, translating these to internal objectives, and making concrete plans for implementation at the level of a department or business function

Focus

Departmental policies and plans

Central Question

How to translate strategy to departmental plans and policies

Main Stakeholders involved

Organization: management & staff

Specific Professional Duties, Processes and Projects

- Understanding organisational strategy at various dimensions and levels
- Analysing policy issues in various departments within the hospitality operation.
- Translating organisational mission, vision and strategy to departmental goals, strategies and objectives (policies)
- Preparing various alternatives to realize the above and determining the best choice, well-founded
- Preparing decision making: justifying and explaining decisions

Professional (mid-term & end) Products (examples)

Annual Organisational plan, Annual Departmental plan.

Examples of policy plans per department:

- *Front Office*: budgeting and forecasting, reservation system, yield&revenue management, guest information systems, guest relation and loyalty, guest satisfaction and complaint management.
- *Housekeeping, Engineering en Security*: Energy management, staffing, risk management, safety and security and loss prevention, resource acquisition and storage.
- *Food and Beverage*: menu- and production planning, haccp and hygiene, budget and control (see also housekeeping).
- *Marketing and Sales*: Sales, advertising, using interactive media, relation/account management, budgeting and control, packaging, revenue&yield, internal marketing, branding, public relations and distribution channels.
- *Accounting, Financial and Operational Control*: property management, financing, control systems, insurances, taxes, accounting systems, management information systems, risk management, computers, purchasing, auditing and cash management.
- *Human Resources*: employee relation and -services, HRM information systems, performance rewarding,
- *General Management*: SWOT

Professional Duty Category 5

Analysing financial performance, the internal hospitality environment, information and processes to strengthen coherence and interaction (reciprocity)

Focus

Information analysis

Central Question

How to collect, analyse, interpret financial, economic and operational information in order to control and monitor

Main Stakeholders involved

Investors, regulators, HQ, owners, financial intermediaries, management

Specific Professional Duties, Processes and Projects

- Analysing information with the primary goal to manage people, operations and business
- Understanding and drawing logical and correct inferences from a wide range of business-related written and numerical information.
- Analysing data: recognizing a trend in data; identifying possible reasons for (operational or financial) problems or trends in data; seeking out all relevant information when trying to understand business problems or issues.
- Identifying influences from the hospitality environment on the primary processes in the own organisation (Food & Beverage, Rooms Division, Sales en Marketing, HRM)
- Indicating information flows, including external parties and the Plan-Do-Check-Act cycle
- Using Management Information Systems to support and facilitate the above-mentioned duties, e.g.:
 - Setting quantified factors (information) into Management Information Systems
 - Benchmarking
 - Understanding and applying unit cost/price calculations and –structure
 - Yield management analyses

Professional (mid-term & end) Products (examples)

MIS design, Management reports (sales, management accounting, HR), Financial statements, Budget systems, Balanced score card, SWOT

Professional Duty Category 6

Designing, controlling and improving organizational and hospitality business processes

Focus

Organisational processes

Central Question

How to run the hospitality organisation, work structured and make plans (in the box)

Main Stakeholders involved

Organization

Specific Professional Duties, Processes and Projects

- Putting the hospitality products & services into practice, based on policies and taking into account:
 - logistic aspects, arbo and safety aspects, technological developments, human technology, finance, architecture
 - input from suppliers, architects, regulators, internal departments
- Controlling organizational processes by
 - establishing rules and procedures
 - describing tasks and responsibilities
 - making sure those tasks and responsibilities will be performed
 - fine tuning with head office and internal quality policies and plans
- Improving organisational processes:
 - analysing and evaluating supportive systems (accounting system, reservation system, ...), procedures and processes
 - formulating proposals to improve processes & hospitality offer, based on strategy, policies, quality research and quality plans.

Professional (mid-term & end) Products (examples)

Work processes (SOP's, flowcharts, structure of jobs), Hotel design, Quality system, Quality audit, CRM, Property management plan, Intranet. Proposal to improve process(es)

Professional Duty Category 7

Dealing with the power and influences of (external) stakeholders, such as the owners, banks, regulators, distributors, clients, society, et cetera

Focus

Accountability, Ethics, Social Responsibility, Sustainability

Central Question

How to arrange everything around my owners and other stakeholders to control profitability and continuity of a sustainable hospitality business

Main Stakeholders involved

Owners, bankers, regulators, society, business clients, suppliers, distributors, VWA

Specific Professional Duties, Processes and Projects

- Reporting techniques
- Understanding the ownership structure and the interests of the owner
- Representing corporation / owner(s)
- Dealing with corporate politics
- Account management
- Managing the relationship with the community (locally, regionally, globally)
- Developing and applying a business Ethical Code with regard to professional attitude behavior
- Doing business and managing the organisation according to international hospitality business ethics
- Designing, implementing and managing policies for corporate social responsibility
- Understanding, developing and applying "Green management" for own hospitality business

Professional (mid-term & end) Products (examples)

Annual social report (HR), Annual financial report, Budget Investment, Rescue plan, Take over plan, Financing plan, Labour and sales contracts, Network product, Conversations with external parties, Ethic code, Account management plan, VWA contact, Sales interview, Purchasing interview

Managers of hospitality businesses deal with often complex owner relationships. The complexity is found in the fact that multiple owners may be identified, ranging from personal owners to shareholders. Furthermore, relationships with banks and venture capitalists have to be managed. When the manager is managing a unit that is part of a corporation, the manager must be able to understand and manage relationships with regional- and/or or head office superiors who represent owners. This requires an understanding of organizational politics.

Managers of hospitality businesses have to manage the relationship with the community in which they operate. The community can be considered from various focuses, ranging from neighbourhood to a global perspective. Managers will have to manage and protect the image of their company.

Professional Duty Category 8

Optimizing human resources in light of the organizational strategy

Focus

Human resources

Central Question

How to arrange everything around my staff

Main Stakeholders involved

Organizational staff, Regulators

Specific Professional Duties, Processes and Projects

- Managing Inflow
 - Human Resource Planning: ensuring that the organisation has the right amount of people and right kind of people to deliver a particular level of output or services in the future (labour demand vs labour supply).
 - Recruiting, selecting, hiring and socialising employees, fitting the (desired) organisation culture and corporate identity.
- Managing Throughflow
 - Making job profiles and a job structure of the organization;
 - (Organizing the) training, developing and coaching of employees.
 - Developing and applying appraisal systems, setting performance goals, rules, criteria, ...
 - Applying and monitoring rewarding, compensations and benefits, understanding salary records,
 - Employee satisfaction survey,
 - Analysis of HR ratios; checking and reporting absence and turnover
 - Applying and controlling Health and Safety law
- Managing Outflow
 - Managing Employee separations, downsizing and outplacement
 - Guiding employees if and when leaving the organization: outplacement, dismissal, resignation, early retirement.
- Overall duties
 - Analysing and designing the organisational structure
 - Working and communicating with organized labour
 - Communicating and fine tuning with HR at Head office
 - Understanding and improving contribution of HRM to organisational strategy

Professional (mid-term & end) Products (examples)

HR-instruments (like R&S, T&D, Appraisal system, Performance rewarding system), Personnel (capacity) plan, employee interviews (evaluation, progress, appraisal, selection, bad news), Social report, Social plan, Employment contracts, job- and organisational structure, Introduction program new employees

Professional Duty Category 9

Developing, implementing and evaluating change processes in hospitality organizations

Focus

Change

Central Question

How to realise change, how to set the organisation and employees going

Main Stakeholders involved

Organizational staff

Specific Professional Duties, Processes and Projects

- Developing a change process
- Implementing a change process
- Evaluating a change process
- Distinguishing different steps in the change process (for example Plan – Do – Check – Act (de Deming circle), taking the business view into account as well as the internal operation implementation, to reach the desired change in a controlled way.
- Understanding the role and influence of organisational cultures and ways to use and improve this
- Dealing with resistance, listening, persuading, communication, influencing, ...
- Mastery of other language

Professional (mid-term & end) Products (examples)

Plan of Approach, Implementation plan, Project plan, Social plan, Evaluation plan

Professional Excellence Category 10

Putting to action and using social, communicative and language skills

Focus

Social and communicative skills

Central Question

How to apply the correct professional hospitality attitude (in my communication and social professional situations)

Stakeholders involved

All

Specific Professional Duties, Processes and Projects

- Cooperating in a professional environment
- Thinking along with goals and design of the organisation, leading to demands with regard to the following characteristics: multidisciplinary and interdisciplinarity, customer-oriented, collegiality, leadership
- Communicating internally, on all levels, effectively and in the common company language;
 - Developing and writing plans and memo's, informing, consulting, creating support, stimulating, motivating, convincing, putting decisions into words.
- Being able to communicate in English and in 1 or more other foreign languages, in accordance with the Common European Framework for Languages

This task (competence) will almost always be executed in combination with another task (competence). See for the appropriate context, task, knowledge, skills and attitude that specific competence.

Professional (mid-term & end) Products (examples)

Conversations, speeches, debates, reports, letters and all written products, ... See all products at 1-9

Professional Excellence Category 11

Putting to action / using the self-steering and intrapersonal skills

Focus

Self-steering

Central Question

How to organise, activate and develop myself as a hospitality professional

Stakeholders involved

All

Specific Professional Duties, Processes and Projects

- Taking control and regulate one's own development with regard to learning, result-oriented working, taking initiative and performing independently, flexibility;
- Reflecting on and taking responsibility for own acting, indicating commitment and critical self-assessment;
- Developing a professional attitude, including normative cultural aspects, respect for others, professional code and ethical principles for professional acting.
- Contributing to further professionalization of the industry by means of active participation in professional associations, publications, contributions to seminars, et cetera.

Professional (mid-term & end) Products (examples)

Professional attitude See all products at 1-9

Appendix 4 Study Guide

Published as a separate document on Myhotelschool.nl.

Appendix 5 Course evaluation

Course evaluations Master Programme

Methodology

- Survey of student satisfaction

Measurement:

- E-mail sent 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)