



**HOTELSCHOOL
THE HAGUE**

Hospitality Business School

Education and Examination Regulations September 2025–2026

for the Programme name:

Master Leading Hotel Transformation

CROHO-number: 49151

This EER enters into force (retroactively)
on 1 September 2025.

Degree (in full) Master of Arts Leading Hotel Transformation
Degree (abbreviation) MA.LHT

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

*This EER was approved by the Board of Directors on 1 July 2025, following consent by
the Co-Determination Council and the Education Committee.*

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The Education and Examination Regulations (EER) is part of the study programme of the Hotelschool The Hague Student Charter.

Please refer to the generic EER for the rules and regulations which apply to all educational programmes at Hotelschool The Hague

9. Entry requirements and application

Article 9.1 Entry requirements Master Leading Hotel Transformation

Applicants for the Master programme 'Leading Hotel Transformation (MA.LHT) must be in possession of a Bachelor degree certificate in hospitality management or a Bachelor degree certificate in the fields of leisure and tourism. A Bachelor degree in a different field within the Business domain can be complemented by additional qualifications in the fields of tourism, leisure, and hospitality. These degrees must have been awarded by a Dutch, NVAO accredited educational institution. In all other cases, article 9.2 comes into effect.

Article 9.2 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. When a prospective student with a Bachelor degree awarded at an institute outside the Netherlands applies for the MA.LHM programme the MA.LHM Programme Director will establish the comparability with a Dutch degree. In case of doubt an external advice of the Nuffic is asked and will be leading.
3. 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 they are deemed able to follow the programme. An English language test result is part of the preselection procedure.
4. 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.
5. 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 their obligations. Such notification may be omitted once per course programme.

10. Content and organisation of the programme

Article 10.1 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 10.2 Course programme

The Master programme Leading Hotel Transformation is a full-time, 1-year educational programme of 60 ECTS in total.

Article 10.3 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 10.4 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 study load per course.
 - The content and structure of each course.
 - The learning goals of each course.
 - The assessment form per course, the assessment method and the assessment criteria.

11. Student tutoring and progress

Article 11.1 Personal Tutoring

1. The student is responsible for regularly monitoring their 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. For issues linked to the course programme, a student can contact the Programme Manager.

Article 11.2 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 5.

12. Assessments

Article 12.1 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 in 2b..
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 they 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 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 they are allowed to do so in the first block of the consecutive academic year. Students may only apply to re-take an assessment they have already passed once. 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. Resits for all types of assessments are organized between the lecturer, the concerned students and programme management. Once a date has been selected, this date will become the official 2nd assessment moment of the academic year and processed as such by Student Affairs and programme management.
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. Written exams are made part of the official course schedule as published by TimeTable Office.

Article 12.2 Registering for assessments

1. Students are automatically registered for all assessments that are listed in the course syllabus.
2. The student themselves is responsible for registration of any resits.
3. Resits are organized between the lecturer, concerned students and programme management. Once a date has been selected, this date will become the official 2nd assessment chance and processed as such by Student Affairs and programme management. Resits for all courses except the final thesis need to have taken place before 1 July of the concerned academic year. The student has the right to a thesis resit and therefor also appropriate supervision during the summer break, no later than 31 August of the concerned academic year.
4. If the student takes part in an assessment, for which they have not registered, the assessment will be declared invalid by the Exam Committee.

5. If a student is not or no longer enrolled as a student at Hotelschool The Hague and takes part in an assessment, their assessment will be declared invalid and "no result" will be registered.
6. 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 their assessment opportunity. Evidence of illness or force majeure is required.

Article 12.3 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 highest passing grade achieved counts.
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.
 - A minimum grade of 80 for the final thesis course
 - Exemptions are not included in the calculation.

Article 12.4 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 five working days after the inspection period for the assessments (review) the results are final and are registered.

Article 12.5 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.

13. Conditions for degree conferral

Article 13.1 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 13.2 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 13.3 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 13.4 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.

Appendices

Master Leading Hotel Transformation

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 they have 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 within 21 working days 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 their work after which they are 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 MA.LHT programme 60 ECs are allocated to the courses as follows:

CURRICULUM MASTER LEADING HOTEL TRANSFORMATION			
BLOCK A (15 EC)	BLOCK B (15 EC)	BLOCK C (15 EC)	BLOCK D (15 EC)
Developments	Business Innovation	Transformation	Integration
Strategic Foresight (5 EC)	Culture and Innovation in the Hotel Ecosystem (5 EC)	Transformation of the Hotel (6 EC)	Final Thesis (15 EC)
Digital Developments for the Hotel Industry (6 EC)	Circular Thinking in the Hotel Ecosystem (6 EC)	Guest Experience in the Hotel Industry (5 EC)	
Sustainable Leadership of the Hotel Ecosystem - external stakeholders (part 1 of 2)	Sustainable Leadership of the Hotel Ecosystem - internal stakeholders (part 2 of 2) (4 EC)	Writing Your Thesis (2 EC)	
Design-Oriented Research (part 1 of 3)	Design-Oriented Research (part 2 of 3)	Design-Oriented Research (part 3 of 3) (3 EC)	
Personal Leadership (part 1 of 3)	Personal Leadership (part 2 of 3)	Personal Leadership part 3 of 3) (3 EC)	

Appendix 3

Programme Learning Outcomes

Table 2 Description of the master level (level 3)

Level 3	Complexity		Autonomy
The student is able to execute a complex task independently in a complex and unpredictable situation with complete control of the required skills	Complex and unstructured: 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	Unknown, dynamic and non-transparent Multi-disciplinary. Several parties as well as political sensitivities must be taken into account. High level of interaction and communication	Little direction and coaching Acting on own initiative. Making well-argued choices and decisions. Responding to unexpected circumstances. Reflecting on own task and role

AUCO-I Model is applied to the MA.

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.

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

Table 3 The three main themes and eight Programme Learning Outcomes

Themes 1-3	# 1-8	PLO	MA.LHT Graduate Profile
Strategy Digital and Circular	PLO1	Strategic advice	Offer strategic advice to hotels based on evidence- (research) based reasoning and strategic planning
	PLO2	Data analysis	Identify and analyse relevant data sets
Transformation	PLO3	Translating trends	Translate digital and circular trends and developments into business model modifications
	PLO4	Project Management	Set-up and lead transformation projects using agile, lean and scrum methodologies
Transformational leadership	PLO5	AQ leadership skills	Give direction, take the lead in finding alternatives / solutions in unpredictable, uncertain and unclear situations
	PLO6	Complex problem solving based on Design Based Research	Solve complex problems based on a design-oriented research approach (includes critical thinking)
	PLO7	Managing stakeholders	Set up strategic relations management approaches / plans for both internal and external stakeholders
	PLO8	Ethical reasoning	Critically question the consequences of digital and circular transformations for society at large

Appendix 4

Study guide

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

Appendix 5

Course evaluation

Course evaluations MA.LHT 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

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