



HOTELSCHOOL

THE HAGUE

Hospitality Business School

Education and Examination Regulations September 2025-2026

**for the Programme name:
MBA.HM of International Hospitality
Management CROHO-number: 70177**

This EER enters into force
on 1 September 2025.

Degree (in full) MBA.HM of Business Administration in International
Hospitality Management Degree (abbreviation) MBA.HM

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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Please refer to the generic EER for the rules and regulations which apply to all educational programmes.

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

9. Previous education, entry requirements

Article 9.1 Educational requirements

Applicants for a MBA.HM 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 9.2 Foreign degree requirements

1. When a prospective student with a degree awarded at an institute outside the Netherlands applies for the MBA.HM programme, the MBA.HM 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:
3. the foreign qualification is at least equivalent to a Dutch degree certificate that would give access to the programme; and
4. 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.
5. 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.
6. 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.

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 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 10.2 Course programme

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

Article 10.3 Scale and duration of the MBA.HM 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 10.4 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 workload 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.

11. Student tutoring and progress

Article 11.1 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 Confidential Advisor.

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 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.

12. Assessment

Article 12.1 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 to make its decision. It is the responsibility of the applicant to submit the request in time.

Article 12.2 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 12.3 Assessment procedures

1. A written assessment or defence occurs under the supervision of at least two invigilators.
2. Students can only participate in an exam upon presentation of an official ID document with a passport picture and date of birth (ID card, Passport or Dutch driver's license) 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 12.4 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 NOSHOW: Did not attend
EXEMPTION: Exempted

In Appendix 2 the scales of the different assessments of the courses are listed.

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 12.5 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 12.6 Right to inspection and archive

1. An assessment review is organised, preferably in week 3 of each block and no later than week 5 of the block. 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 12.7 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 an 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 in a timely manner.

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 MBA.HM 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 13.3 Certificates (WHW article 7.11)

1. The degree certificate awarded for the MBA.HM 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 studyload.
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

MBA.HM of International Hospitality Management

Appendix 1

Rules pertaining to correct proceedings during assessments

For additional information please refer to the worksite of the Exam Committee on Myhotelschool.nl

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, I-pads, 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

Curriculum Matrix MBA

	Hospitality in Perspective (HIP)	Business Strategy (BsS)	Organization Behavior (OgB)	Hospitality Audit (HpA)	Hospitality Experience Design (HED)	High Tech High Touch (HTHT)	Digital Technology (DiT)	Financial Decisions (FD)	Leading Hospitality Change (LHC)	Business Research and Consultancy proposal (BRC)	Hospitality Leadership Journey (HLJ)	Consultancy Project/Thesis (CP)
Educational Credits	3	6	3	6	9	3	6	3	6	6	7	15
Block	I	I	II	III	III/IV	III	II	II	IV	II-IV	I-V	V
Type of Course on Learning Pathways	Int	Con	Con	Ind	Ind	Con	Int	Int	Con	SkR	SkR	All
<i>Professional Competencies/ Intended Learning Outcomes: Students will be able to ...</i>												
1. Develop a vision on hospitality as a distinctive core value of an organization, taking into consideration cross cultural influences.	X1	X1	X1-3	X1					X1		X1	X
2. Set up business strategies in a changing international networked environment, wherein hospitality is one of the key distinctive success factors, focusing on new business development.		X2-3				X1	X1-2	X1				X
3. Design concepts and business models for hospitality and non-hospitality organizations, based on a vision, related to business opportunities and balancing economics with ethics and ecology.		X4	X4	X4	X2-4	X1	X3	X2				X
4. Take the lead in implementing hospitality-driven concepts (service excellence), and realizing organizational change processes & projects towards enduring hospitality philosophy as a key differentiator and core competitive advantage.						x2-3			X1-4		X2	X
5. Demonstrate advanced hospitality-driven leadership skills, necessary to approach the challenges of creating sustainable, hospitable work environments.	X2		X5-6	X5-6	X5-6	X4		X3	X5	X1-3	X3-7	X
Research Methods / Tools Applied supporting PCs			X2-3	X1				X4		X4-5		X

Appendix 3

Professional Duties in International Hospitality Business

<h3 style="text-align: center;">Hospitality Vision</h3> <p style="text-align: center;">Developing a vision on hospitality as a distinctive core value of an organisation, taking into consideration cross cultural influences (PC1)</p>		
Strategy Setting up business strategies in a changing international networked environment, wherein hospitality is one of the key distinctive success factors, focusing on new business development (PC2)	Innovation Designing concepts and business models for hospitality and non-hospitality organisations, based on a vision, related to business opportunities and balancing economics with ethics and ecology (PC3)	Change Taking the lead in implementing hospitality-driven concepts (service excellence), and realising organisational change processes & projects towards enduring hospitality philosophy as a key differentiator, and core competitive advantage (PC 4)
Leadership Demonstrating advanced hospitality-driven leadership skills, necessary to approach the challenges of creating sustainable, hospitable work environments (PC 5)		

Professional Competencies MBA in International Hospitality Management

MBA.HM versus Bachelor Level

The content of the MBA.HM 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 MBA.HM 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 MBA.HM 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 MBA.HM. However, the MBA.HM 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 MBA.HM, consisting of five PDCs and takes shape in the MBA.HM 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 MBA.HM 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 MBA.HM programme with regard to the final levels achieved.

	Bachelor qualifications	MBA.HM 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	MBA.HM 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.

Appendix 4

Study guide

Published as a separate document on Myhotelschool.nl.

Appendix 5

Course evaluation

Course evaluations MBA.HM Programme

Methodology

- Survey of student satisfaction

Measurement:

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

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