

MBA Programme overview

International Hospitality Management

Block 1 - Discover	Block 2 - Design	Block 3 - Design	Block 4 - Design	Block 5 - Deliver
10 weeks	10 weeks	10 weeks	10 weeks	10 weeks
Hospitality in Perspective (3 EC) This course has been designed to give you a thorough understanding of the meaning of hospitality, focusing on the three domains of hospitality: private, social and commercial. The resulting understanding of the meaning of hospitality viewed from different angles forms a foundation for many other aspects of the course programme.	Financial Decisions (3 EC) In this course the focus is on the financial aspects, including estimating a projects' revenue, costs, initial investment needs, sources of funds and preparing a convincing service innovation project proposal. During this course you will understand the key characteristics of a successful investment proposal.	Hospitality Experience Design (9 EC) Designing new innovative guest/consumer centered service concepts for the hospitality industry and for organisations that strive to improve their (hospitable) service performance: that is what this course is all about.		Consultancy Project (15 EC) The consultancy project is the proof that shows that you know what it takes to bring hospitality to the next level inside or outside the hospitality industry. You, in the role of consultant, demonstrate your ability to take the lead in strategy, concept innovation and/or change.
	Organisation Behaviour (3 EC) In this course you become acquainted with the foundations of Human Resource Management and the options available for influencing organisational behaviour effectively, and how to align HRM with the overall strategy of the organisation.	Hospitality Audit (6 EC) In the Hospitality in Perspective course, you learned. In this course you apply the learned insights about the foundations of hospitality, viewed from different angles in different hospitality-focused sectors where the challenge is to improve the level of service using hospitality as one of the key holistic principles. The course uses the Service Excellence framework as the basis of a comprehensive auditing approach, in which analytical competencies, critical reflection and strategic consulting are required.	Leading Hospitality Change (6 EC) In this course you learn how to apply principles of organisational dynamics and emergent change to the execution of effective change strategies and interventions. During this course, you develop a profound understanding of the underlying principles of organisational dynamics, emergent change and strategic change management.	
	Business Strategy (6 EC) The approach of this course is to help you gain an in-depth analysis of strategy, as well as state-of-the-art perspectives, models and tools and translate these to the field of hospitality. You are then able to apply them in the analysis and the formulation of strategies.	Digital Technology (6 EC) During this course you formulate and evaluate digital technology projects from a business perspective. You start thinking as a business leader capable of deciding which direction digital innovation will take in your organisation.	High Tech/High Touch (3 EC) This course takes a future-oriented perspective above and beyond current developments such as social media and "big data", and introduces a number of (marketing-relevant) disruptive innovations. Furthermore, it provides insights into (theory-based) strategies companies can apply when introducing and using disruptive innovations with a focus on consumers/employees.	
Business Research and Consultancy Project Intake (6 EC) This course is a preparation for the final thesis and guides you through the process of acquisition and design of the consultancy project for an external client.				
Hospitality Leadership Journey (7 EC) During the Leadership Journey you work on your personal leadership potential. In this course you reflect on and steer the development of your thought, task and people leadership. We will support you, as upcoming leader, to understand and develop your leadership profile in such a way that it is both in line with what you need to make your ambitions come true and the skills and styles required for successful hospitable leadership.				

Opening Conference (1 EC)*

Closing Conference (1 EC)**

*Opening Conference (1 EC)

During the first week of the programme the Opening Conference course is used as the kick-off for the MBA experience. It is important to bring all students together and create common ground as a good starting base for the intense year ahead.

What does it mean to really master the concept of hospitality and being able to take it to the next level as a hospitality leader? The conference also focuses on the individual students and how they intend to have the MBA Programme contribute to their development of knowledge and skills. What do you need in order to become a true hospitality leader?

**Closing Conference (1 EC)

The closing conference is the apotheosis of a learning experience, bringing together the main topic's and issues covered in the MBA programme. This conference is a platform for pitching all consultancy projects for a large audience by all MBA students that are about to graduate.