

## General

Hotelschool The Hague is an international business school offering study programmes aimed at the international hospitality industry. Graduates from the school can be found in top management positions all over the world in various industries. The school has two branches, in Amsterdam and The Hague and employs 190 staff members. Around 1.950 students are enrolled in both branches and approximately 40% of these students come from abroad.

The main programme is the 4-year Bachelor Degree Course, which leads to the internationally recognized degree: Bachelor Business Administration in Hotel Management (BBA.HM). This programme is also offered in a fast track version, which takes approximately two years.

The way of 'teaching' is called 'entrepreneurial learning'; students are responsible for their own study process and need to gather/collect information from various sources. Additional to transferring essential knowledge, lecturers are coaches who guide the students through the learning process in the various subjects.

Students work alternately individually and in small teams. The study programme has theoretical and practical parts (working in school's outlets: hotel, restaurants, etc.) and also comprises internships of half a year each (two in the 4-year programme and only 1 in the 2-year fast track programme). The theory and cases/assignments are connected to real life situations.

## Curriculum Hotelschool The Hague - Highlights

As of September 2008, Hotelschool The Hague introduced a new curriculum (study programme). The curriculum outline in brief is:

### Yearly Schedule

The duration of the curriculum is 40 weeks per year with an average student workload of 42 hours per week. Per year there are four blocks of 10 weeks. In a regular block courses are offered with a total of 15 ECs. Each block lasts 10 weeks and includes eight weeks of scheduled classes. The scheduling system allows for optimal choice and student flexibility. In the remaining two weeks (i.e. without scheduled classes) students continue to work on assignments in a group or on their own, meet faculty during official consulting hours or individual appointments, and have formal and scheduled examinations.

### The Professional International Hospitality situation

The end terms of the curriculum are based on the professional situation of a international hospitality manager. We have captured this international hospitality profession into nine separate professional duty categories (PDC's) and two professional excellence categories (PEC's). These categories form the foundation of our curriculum: the content and didactics of courses.

### Professional Duty Categories (PDC)

- 1 Understanding the ins-and-outs of creating and providing hospitality
- 2 Initiating and creating new hospitality products and services, independently, innovatively and enterprising
- 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
- 4 Analyzing hospitality company policy issues, translating these to internal objectives, and making concrete plans for implementation at the level of a department or business function
- 5 Analyzing financial performance, the internal hospitality environment, information and processes to strengthen coherence and interaction (reciprocity)
- 6 Designing, controlling and improving organizational and hospitality business processes
- 7 Dealing with the power and influences of (external) stakeholders, such as the owners, bankers, regulators, distributors, clients, society, et cetera

- 8 Optimizing human resources in light of the organizational strategy
- 9 Developing, implementing and evaluating change processes in hospitality organizations

#### **Professional Excellence Categories (PEC)**

- 10 Putting to action and using the social, communicative and languages skills
- 11 Putting to action and using self steering and intrapersonal skills

#### **Courses about Real life**

In each course the theory is connected to international professional situations and reality based cases. In this way, the student can link the learned theory to inspiring and realistic job life situations and is challenged to make applications.

We distinguish between the following four course types:

- 1 Integrated Professional Duty courses (IPC's)
  - a. Based on actual situations in the real professional life of an International Hospitality Manager (with a focus on 1 PDC + a few secondary PDC's)
  - b. Students will be working in a project (case situation) on a professional assignment for a client, delivering a professional end product(s)
  - c. Incorporating research knowledge & skills and behavioral skills & attitude
  - d. The focus of the lecturer will be on coaching, via feedback concerning content (plan of approach, concept version), and on giving guidance to conflicts and teamwork issues.
- 2 Essential theory and concepts (knowledge & comprehension) courses (ESC's)
  - a. Professional reasoning, analyzing & conceptual thinking, understanding theories and models (within 1 PDC)
  - b. Based on cases & professional assignments
  - c. The focus of the lecturer will be on explaining theories, relevant for the professional duty and assignment and on developing the professional reasoning of students, based on cases about real life problems and situations.
- 3 Practical outlet and industrial placement courses
  - a. Working in a professional environment
  - b. Learning to carry out professional duties in an actual company
- 4 Language training

#### **Assessment**

Assessment in courses will differ.

- 1 In the integrated professional duty courses (IPC's) students carry out a group assignment, and, consequently, will be assessed as a group (only) on their professional product. Assessments will be based on real life situations, as much as possible.
- 2 In the essential courses (ESC's) the emphasis will be on 'professional reasoning skills' and the understanding of theory and concepts. This is an ongoing process; students will be assessed accordingly and on an individual basis. The final assignment is then just a way to round off ten weeks of learning.
- 3 In practical courses student will be assessed continuously and during their 'job' in the professional environment, sometimes supported with assignments and products related to the working situation.

#### **International**

The international character of the school offers a perfect starting point for understanding the international hospitality industry. Cross cultural management, dealing with international guests and working together in multinational teams are clear examples throughout the entire programme. Studying among almost seventy nationalities will be an inspiring and valuable experience.

#### **Flexibility**

Flexibility will increase as the student progresses through the programme. In Phase 1 the subjects and timetable are fixed, but later phases will allow more flexibility, giving the student an increasing amount of responsibility for planning and selection of courses and areas of interest.

## Personal tutoring

Throughout the study course, there is careful attention for personal development of the individual student. The personal tutoring system is a balance of intensive structural coaching and the students' own responsibility regarding individual progress.

## Programme structure

The following courses are part of phase 1 (the first year)

- Checking in: introduction to the school and to the industry;
- Creating Business Value;
- Exploring and Structuring International Hospitality Businesses;
- Running an International Hospitality Business;
- Dealing with your International Guests;
- Languages: English and one of the following foreign languages: Dutch, French, German, Italian, Mandarin, Russian or Spanish;
- Practical outlets: working in the school's practical learning environment;
- Learning assignments;
- Training Management skills (teamwork, communication etc): integrated in the above mentioned courses;

The following courses are part of phase 2 (1,5 years)

- Practical Placement in an international Hotel organisation 30 EC's
- Annual Planning Cycle (IPC) 6 EC's
- Quality Management (IPC) 6 EC's
- Aligning business & information (IPC) 6 EC's
- Practical course (internal): Managing an Outlet 15 EC's
- Revenue Management (ESC) 6 EC's
- Making Financial Decisions (ESC) 6 EC's
- Designing and Managing the Operation (ESC) 6 EC's
- (one from 3) Innovation courses:
  - Innovation Management & Emerging Technologies (ESC) 3 EC's
  - Initiating New Concepts (IPC) 3 EC's
  - Wildcard Innovation 3 EC's
- Business English Phase 2 3 EC's
- Business "Other Language" Phase 2 3 EC's

Phase 3 (1,5 years) is still "under construction". In any case, elements of this phase will be designing and executing your own research and a management placement.

## English

In general: all courses are in English. Written documents, papers, exams etcetera are in English. This implicates that students are faced with the international character of the school directly from the start.

*Please note that all the above mentioned might be subject to changes, therefore no rights can be derived.*

## **FAQ**

### **Can you explain the difference between the old and new curriculum?**

The main difference is integration. We no longer offer loose courses about different domains (e.g. marketing or finance). We offer courses covering themes that integrate domains (creating business value or running an international hospitality business). You will experience the relationships between the different domains and you will be able to understand the consequences of decisions for one or more domains better.

Another difference is the real life aspect. In the former curriculum there was a lot of focus on the professional practice, but in the new curriculum we have taken this a few steps further. We work with real life cases and real clients. Also, we try to simulate the professional practice as much as possible. We only work on projects and give assignments you would also find in a professional context. Working on those projects will go according to the professional practice. If you work there in groups, you will work in groups at school. If it is a job for a single person, the task must be executed alone.

### **How many classes do you get on one day / in one week?**

#### ***Phase 1***

The first block has approximately 20 hours of classes per week. The other blocks contain a maximum of 16 hours of classes per week (a lot of the weeks this is less than sixteen hours). This depends on the types of courses. Within IPCs there are almost no contact hours and within ESCs there are more.

#### ***Phase 2***

Between ten and sixteen hours per week.

#### ***Phase 3***

Still unknown

### **How much % is theoretical and how much practical?**

#### ***Phase 1***

In phase 1 there the time between theoretical and practical education is divided in half. This means that the first year contains of 75% theoretical education and 25% practical education. The last half year of phase 1 is an internship, which is also practical education.

#### ***Phase 2 and 3***

Theoretical education exists of Essentials (ESCs) and Integrated Professional Duty Courses (IPCs). The first focuses on ways of thinking and using theories and models. The second focuses on the professional practice and contains group work.

### **What is the programme structure?**

The first year has a fixed programme. It has a good balance between theory and practice. Also within the theoretical education there is a lot of didactical variation (group work versus working individually, thinking versus doing, different forms of education).

Phase 2 and 3 exists of fixed parts and alternatives. Sometimes it is possible to choose from three alternatives, sometimes more than three courses are offered.

### **In what way will the examination take place and how often?**

Week 9 and 10 of each block are assessment weeks. In these weeks exams are planned, assignments must be handed in and will be graded and projects must be completed. Most of the exams are case assignments which are similar to the assignments you have practiced with during the course. Rounding off IPCs usually goes through presentations, assessments and grading the end results (which often is a report, a design, etc.).

### **When are holiday periods?**

Holiday periods and other important dates can be found on the macro schedule and the yearly calendar. You will receive both every year when you are studying here.

After every ten weeks (a block) you have one week off. There is also a two week Christmas break and a summer break.

### **Can I also shorten my study programme by taking multiple modules/subjects at the same time?**

In Phase 1 this is not possible, unless you get dispensation for one or more parts. This only happens when you have a similar study conducted elsewhere or you have a lot of demonstrable work experience.

In Phase 2 and 3 there is more freedom to combine courses in one or more blocks. This gives you the freedom to speed up or delay your study. Standard 15 ECs will be scheduled per block. Students can always follow less courses. If it is possible, students can add courses to the standard block. Advised is to only speed up with ESCs. Following an extra IPC is not advised since it involves a lot of group work. It is possible for a student to speed up, but it won't have a major effect on the time it takes to complete the education.