

Besluit

Besluit strekkende tot een positieve beoordeling van een aanvraag toets nieuwe opleiding van de opleiding hbo-master Master of International Hospitality Management van de Hotelschool Den Haag

Gegevens

datum	Instelling	: Hotelschool Den Haag
16 mei 2013	Opleiding	: hbo-master Master of International Hospitality Management (postinitieel)
onderwerp	Variant	: voltijd
Besluit	Locaties	: Den Haag, Amsterdam
Toets nieuwe opleiding	Studieomvang (ECTS)	: 75
hbo-master	Datum macrodoelmatigheidsbesluit	: nvt
Master of International	Datum aanvraag	: 16 oktober 2012
Hospitality Management van de	Datum locatiebezoek(en)	: 13 februari 2013
Hotelschool Den Haag	Datum paneladvies	: 2 april 2013
(000923)		
ons kenmerk		
NVAO/20131568/LL		

bijlage

Beoordelingskader

Beoordelingskader voor de uitgebreide toets nieuwe opleiding van de NVAO (Stcrt. 2010, nr 21523).

Bevindingen

De NVAO stelt vast dat in het paneladvies deugdelijk en kenbaar is gemotiveerd op welke gronden het panel de kwaliteit van de opleiding voldoende heeft bevonden.

Samenvatting bevindingen en overwegingen van het panel.

The Accreditation Organisation of the Netherlands and Flanders (NVAO) received a request for an initial accreditation procedure, including programme documents, regarding a proposed professional master Master of International Hospitality Management at Hotelschool The Hague. NVAO convened an expert panel, which studied the information available and discussed the proposed programme with representatives of the institution and the programme during a site visit.

The professional master of International Hospitality Management is a 13 month programme for students holding a Bachelor's degree in Hotel Management or in a related economic domain, with a junior or intermediate level of work experience. The master's programme aims to educate students to become successful hospitality leaders for the hotel industry or other service related industries. The programme is structured around a specific vision on hospitality and covers the three main areas of this vision: concept innovation, business development and change.

During the accreditation procedure, the Hotelschool The Hague (HTH) requested to change the name of the projected programme from Master in Hospitality Leadership to Master of International Hospitality Management. The panel endorses the argument of HTH that this new name is more appropriate within the hospitality field. It allows for the positioning and differentiation of the programme to remain unchanged, with a clear focus towards leadership. The panel considers this new name to cover the content and qualifications of the programme assessed in the current review procedure.

The panel assessed and reviewed the Master of International Hospitality Management. From the documentation, the panel had some questions as to what this programme envisions and to what extent the learning outcomes distinguish themselves from a bachelor's level. During the site visit, especially after hearing from teachers and alumni, it became increasingly clear that this master's programme is indeed of a higher level and builds on the competencies of the bachelor's programme. The discussion partners were able to clarify the distinguishing factor of this master, compared to other hospitality masters, with its focus on concepts and innovation.

The panel is convinced that there is a need for such a master's programme and considers the positioning of the programme well thought through. The distinguishing focus on leadership is acknowledged by industry experts and gives the programme a clear orientation. The learning outcomes are well defined, are at master's level and represent the expectations and desires of the professional field. The panel considers the master orientation and the Dublin Descriptors to be accurately reflected in the Body of Knowledge.

The programme has a strong connection with the hospitality industry and is therefore able to keep up with current developments. The curriculum was clearly developed towards achieving the intended learning outcomes and consists of a combination of hard and soft skills concerning each of the three main areas of the hospitality model. Research skills are adequately integrated into the programme.

An adequate didactic concept was used for the development of the programme, that ensures horizontal and vertical coherence through the use of different pathways. The panel

Pagina 3 van 7 appreciates the way the programme has incorporated cultural aspects and diversity among students into the learning environment, clearly supporting the intended learning outcomes.

The panel considers this programme feasible but very dense and intense, which requires having a secure and transparent intake procedure in place. Currently, the need for certain assessments (such as a GMAT test) is decided on a case-to-case basis. The panel strongly advises making the assessment procedure more uniform and democratic, to ensure equality in accessibility of the programme and to avoid study progress issues later on.

According to the panel, the programme is in full compliance with statutory requirements regarding the scope and duration of the curriculum, but it recommends increasing transparency regarding the allocation of credits.

Staff members are well equipped to teach this master's programme and the didactic support offered is appropriate. The panel has met a highly motivated, passionate team of teachers for whom this master's programme will provide opportunities to better live up to their full potential. It is therefore considered a good retainer, especially for PhD staff. HTH seems to succeed in creating an atmosphere where people feel comfortable and feel connected to the programme. The panel considers the envisioned staff- student ratio of 1:15 to be satisfactory.

The Hotelschool The Hague has a campus in The Hague and Amsterdam. The campus that will be used for the master's programme will be in The Hague. The facilities on the campus in The Hague are regarded as sufficient and the Villa is considered suitable for students to build the desired close-knitted student community. The library is currently insufficient for a master's programme but the panel realises it is hard to stock a master's library before the programme commences. It does however strongly recommend making the upgrading of the library a priority. The board of HTH has pledged resources towards this upgrade.

The panel has encountered a very intimate programme with proper facilities and a highly customized tutoring policy. It does recommend more safeguards in tutoring to allow more sensitivity regarding problematic situations that international students might encounter. The variety in background and nationality of the students and the small size of the group is recognised by The Hotelschool The Hague in the interviews. However, the formalisation of how the tutoring is done can be improved and cannot be done within the same system as the bachelors programme, which has a much higher number of students. The programme currently seems to lean on informal contacts to cover this shortcoming

HTH has a robust and adequate quality assurance system in place for the bachelor's programme. However, it envisages incorporating this system into the master's programme. This does not sufficiently take the smaller numbers of students into account, which requires a more qualitative approach to evaluation. According to the panel, the programme should adjust quality assurance procedures to these smaller numbers and formalise qualitative evaluation. It does believe the programme management will be able to improve this shortly.

The programme actively involves students, staff and industry in quality assurance. The panel suggests to also formalize the role of alumni in these procedures. The Exam Committee was clearly aware of its prominent role in assuring the quality of assessment. The panel reviewed a limited number of assessments and regards the level suitable for a master's programme. The panel praises the applied character of the consultancy project

Pagina 4 van 7 that constitutes the thesis, which ensures a clear theoretical framework and covers all functional areas of the programme with a clear link to the professional competencies. The level of the thesis is regarded to be appropriate for a master's programme.

HTH guarantees that students will be able to finish the programme once started. The panel considers this guarantee sufficient.

The programme wishes to be registered under the CROHO-code for Economics. The panel agrees that this is a proper classification for this programme.

Given these considerations, the panel advises NVAO to take a positive decision regarding the quality of the proposed programme Master of International Hospitality Management at Hotelschool The Hague.

Advies van het panel

Het panel adviseert de NVAO om positief te besluiten ten aanzien van de kwaliteit van de nieuwe opleiding hbo-master Master of International Hospitality Management van de Hotelschool Den Haag.

Ingevolge het bepaalde in artikel 5a.10, tweede lid, in verbinding met artikel 5a.11, zesde lid, van de WHW heeft de NVAO het college van bestuur van de Hotelschool Den Haag te Den Haag in de gelegenheid gesteld zijn zienswijze op het voornemen tot besluit van 23 april 2013 naar voren te brengen. Bij brief van 13 mei 2013 heeft het college van bestuur ingestemd met het voornemen tot besluit.

De NVAO besluit de aanvraag Toets nieuwe opleiding van de postinitiële hbo-master Master of International Hospitality Management (75 ECTS, variant: voltijd, locaties: Den Haag en Amsterdam) van de Hotelschool Den Haag te Den Haag positief te beoordelen.

Graad: Master of International Hospitality Management.

Advies Croho-onderdeel Economie.

Van kracht tot en met 15 mei 2019

Den Haag, 16 mei 2013

Nederlands-Vlaamse Accreditatieorganisatie



R.P. Zevenbergen
(bestuurder)

Tegen dit besluit kan op grond van het bepaalde in de Algemene wet bestuursrecht door een belanghebbende bezwaar worden gemaakt bij de NVAO. De termijn voor het indienen van bezwaar bedraagt zes weken.

Onderwerp	Standaarden	Oordeel
1 Beoogde eindkwalificaties	1. De beoogde eindkwalificaties van de opleiding zijn wat betreft inhoud, niveau en oriëntatie geconcretiseerd en voldoen aan internationale eisen	V
2 Programma	2. De oriëntatie van het programma waarborgt de ontwikkeling van vaardigheden op het gebied van wetenschappelijk onderzoek en/of de beroepspraktijk	V
	3. De inhoud van het programma biedt studenten de mogelijkheid om de beoogde eindkwalificaties te bereiken	V
	4. De vormgeving van het programma zet aan tot studeren en biedt studenten de mogelijkheid om de beoogde eindkwalificaties te bereiken	V
	5. Het programma sluit aan bij de kwalificaties van de instromende studenten	V
	6. Het programma is studeerbaar	V
	7. De opleiding voldoet aan wettelijke eisen met betrekking tot de omvang en de duur van het programma	V
	3 Personeel	8. De opleiding beschikt over een doeltreffend personeelsbeleid
9. Het personeel is gekwalificeerd voor de inhoudelijke, onderwijskundige en organisatorische realisatie van het programma		V
10. De omvang van het personeel is toereikend voor de realisatie van het programma		V
4 Voorzieningen	11. De huisvesting en de materiële voorzieningen zijn toereikend voor de realisatie van het programma	V
	12. De studiebegeleiding en de informatievoorziening aan studenten bevorderen de studievoortgang en sluiten aan bij de behoefte van studenten	V
5 Interne kwaliteitszorg	13. De opleiding wordt periodiek geëvalueerd, mede aan de hand van toetsbare streefdoelen	O
	14. Bij de interne kwaliteitszorg zijn de opleidings- en examencommissie, medewerkers, studenten, alumni en het afnemend beroepenveld van de opleiding actief betrokken	V
6 Toetsing	15. De opleiding beschikt over een adequaat systeem van toetsing	V
7 Afstudeergarantie en financiële voorzieningen	16. De instelling geeft aan studenten de garantie dat het programma volledig kan worden doorlopen en stelt toereikende financiële voorzieningen beschikbaar	V
Algemene conclusie		V

V = voldoende O = onvoldoende

- Peter Verhoeven MBA, (voorzitter) Chief Operating Officer (COO) Ibis brands Europe bij Accor S.A. te Parijs;
- Terry Eastaff, (lid) was o.a. Vice President Human Resources Europe bij de InterContinental Hotels Group;
- Hans Uijterwijk MEd Bed, (lid) was o.a. voorzitter van het College van Bestuur van NHTV te Breda;
- Dr. Sjoerd A. Gehrels EdD MBA MSc, (lid) is opleidingscoördinator van het master's programma van de hotelschool van Stenden Hogeschool te Leeuwarden;
- Joren Selleslaghs, (student-lid) is student in de masteropleiding European Studies aan de Vrije Universiteit Brussel.

Het panel werd bijgestaan door Thomas de Bruijn, beleidsmedewerker NVAO, als procescoördinator en Suzanne den Tuinder, Odion Onderwijsonderzoek, als secretaris (gecertificeerd).