

Besluit Besluit strekkende tot het verlenen van accreditatie aan de opleiding hbo-bachelor Business Administration in Hotel Management van de Hotelschool Den Haag

Gegevens

	Naam instelling	: Hotelschool Den Haag
datum	Naam opleiding	: hbo-bachelor Business Administration in Hotel Management (240 ECTS)
29 maart 2012		
onderwerp	Datum aanvraag	: 21 december 2011
Besluit accreditatie	Variant opleiding	: voltijd
hbo-bachelor	Locaties opleiding	: Den Haag, Amsterdam
Business Administration in Hotel	Datum goedkeuren	
Management van de	panel	: 19 april 2011
Hotelschool Den Haag	Datum locatiebezoek	: 28 en 29 september 2011
(000090)	Datum visitatierapport	: 28 januari 2011
uw kenmerk		
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ons kenmerk	Beoordelingskader	
NVAO/20121068/SL	Beoordelingskader voor de uitgebreide opleidingsbeoordeling van de NVAO (Stcrt. 2010, nr 21523).	
bijlagen		
3		

Bevindingen

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

Advies van het visitatiepanel

Samenvatting bevindingen en overwegingen panel.

Intended learning outcomes

The programme's intended learning outcomes are based upon a solid analysis of stakeholders' demands and work field requirements. They certainly meet international standards and break ground in hospitality management programmes of higher professional education, both in the Netherlands and abroad.

Therefore the panel's judgement on this standard reads 'excellent'.

Curriculum

In line with the intended learning outcomes, the driving force behind the curriculum are clearly the requirements of the global Hospitality Industry: the programme puts a strong focus on vocational practice and presents to students a well-balanced variety of theoretical knowledge, the application of acquired knowledge and the practicing of both operational and behavioural skills. This is all done in an apt learning and teaching environment. The

Pagina 2 van 7 programme is coherent in its 'horizontal' interaction between courses, learning activities and modes, and the different pathways, as well as in its 'vertical' built that, in the view of the panel, evokes a step-by-step progression in student's command of the profession, eventually leading to the mastery of all final qualifications.

In discussion with students the panel learned that the newly designed curriculum is considered feasible: it challenges students to work hard, but does not lead to overload. The school has a research centre in place that is gradually evolving into a meaningful unit for educational research in the field of hospitality management. Good examples were presented by the school of the centre's current impact on the hospitality programme. However, distinct marketing of the research centre within the Hospitality Industry is recommended, and should aim at the execution of more work field based and industry funded research. The panel is of the opinion that the research centre could very well play a key-role in the further development of the programme and the strengthening of the school's international future position.

The panel considers the International Fast Track a sensible way to facilitate students with substantial and relevant prior learning.

Therefore the panel's judgement on the Curriculum reads 'excellent'.

Staff

In the past years teaching staff members have experienced an increasing workload, due to the revision of the curriculum. As the redesign has almost been concluded now, the workload is returning to normality. The panel commends the staff for the fruitful results. The panel considers the teaching staff above-average. They are well-qualified, quality-driven and well-motivated. And those interviewed made a strong, positive impression on the panel. Many students testify they are inspired by their lecturers. Staff numbers and student-lecturer ratios throughout the programme are quite sufficient. The execution of the HR performance cycle is done properly. The panel has seen good examples of how performance interviews have led to individual training of staff members. Therefore the panel's judgement on the Staff reads 'excellent'.

Services and facilities

The housing and availability and quality of the facilities of the Hotelschool The Hague are in keeping with the educational and didactical approach of the programme: classrooms, outlets, restaurants, media and resources centre, Skotel, all of these accommodate competency learning and contribute to the adoption by the students of the school's quality standards. In the opinion of the panel, and from the perspective of external guests, the Skotel is slightly outdated and needs some refurbishment to keep up with up-to-date standards. The management is aware of this, but has understandably given priority to the relocation of the Amsterdam branch and will address the improvement of the Skotel in the near future.

The panel has observed an open door policy amongst lecturers and an effective system of individual tutoring of students.

Taking into account all of the findings within this range of standards, the panel considers three elements within these standards to outweigh the others. These comprise (i) the excellent design and execution of the programme, (ii) the outstanding quality of the teaching staff and (iii) the well-equipped learning and teaching environment.

According to the panel all three of those aspects lie in the top band of similar Bachelor programmes within the Dutch education system and definitely meet the standards of similar hospitality management programmes across the globe.

Pagina 3 van 7 Therefore the panel awards the Hotelschool The Hague an 'excellent' for its Services and Facilities.

Quality assurance

Although quality awareness is firmly embedded in the school's DNA, a solid and more formal quality assurance system has only come into place recently. The panel considers the choice of the management to give priority to the programme renewal operation a legitimate one, hence the next step for the school is to close the PDCA cycle.

The school has implemented a full and formal Quality Assurance System since 2010. The panel has seen various examples of quality awareness, both among the management and staff members, but also on the part of the students. It is quite evident that the school will optimise the formal QA system in the near future to enhance and support the quality driven culture within the school.

Considering the (informal) quality awareness that the panel has observed during the audit, it rates the school's Quality Assurance as 'good'.

Assessment and learning outcomes achieved

The school has a solid system of tests and exams in place in assessing the achievement of curriculum outcomes. It renders valid and reliable tests and examinations. Testing criteria/requirements are clear to the students. The teaching staff is conscious of and applies safeguards to manage the risk of so-called free-riding practices in team assessments. The work field is involved in the assessment of students' professional skills. Hotelschool The Hague (HTH) has an effective and efficient Examination & Testing Committee that is composed and positioned as described in the 'Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek' (WHW).

The achieved learning outcomes, in terms of the final project reports definitely reflect the Higher Professional (HBO) level and the results of research assignments contain added-value to the professional field. However, the assessment forms that come with the research reports lack transparency. Also the panel would like to see more detailed information on student's individual performance, especially as it concerns the final study phase. The school is aware of these flaws and has already taken measures for improvement to be implemented in the LYCAR course as part of the new curriculum.

Despite these slight imperfections and given the fact that the content level of the final projects is unquestionably of HBO level, and that the panel members adhere foremost great value to the actual output of the course the panel rates the assessment system and the attained learning outcomes in particular as 'good'.

Overall conclusion: good

In weighing up all of the above, the panel is quite impressed by the quality of what it has seen.

According to the panel members, it is first-and-foremost the achievements that count. And these are quite convincing: at the Hotelschool The Hague the panel has seen (i) a clear integrated range of qualifications directing appropriate standards for the entire programme; (ii) a well-designed and challenging curriculum that offers ample opportunities for individual students to bring out the best in themselves; (iii) professional, motivated and inspiring lecturers; (iv) a realistic and stimulating teaching and learning environment marked by sufficient practice-simulations and distinct facilities; and (v) a proper assessment system that renders fine results and, at the time of the audit, is partly under reconstruction. Although the grades reflect the right levels achieved, students' final assessment needs a few

Pagina 4 van 7 improvements, especially in the field of transparency of the assessors' judgements, but on the whole the achieved level is very good, not to say excellent. However, to award an 'excellent' the panel is of the opinion that it should have been able to assess the learning outcomes of the new curriculum. For this, the audit came too early. Taking into account all of the findings as they are, the auditors have concluded that the Bachelor of Hospitality programme of Hotelschool The Hague shows a quality that is at least very good both from a Dutch and an international perspective. Considering that NVAO assessment rules prescribe that the final conclusion regarding a programme can only be "good" if at least standards 1, 3, 6, 9, 13, 14, 15 and 16 are judged 'good', and considering the fact that this is the case, the panel rates the overall programme of HTH as 'good'.

Subsequently the panel recommends the NVAO to award accreditation to the Bachelor of Business Administration in Hotel Management of Hotelschool The Hague.

Aanbevelingen

De NVAO onderschrijft de aanbevelingen van het panel, met name dat de opleiding een meer gestructureerde benadering van onderzoek na zou dienen te streven. De beoordelingsformulieren van de eindwerkstukken dienen verbeterd te worden.

Besluit

Ingevolge het bepaalde in artikel 5a.10, tweede 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 28 februari 2012 naar voren te brengen. Bij e-mail van 28 maart 2012 heeft instelling bijlage 2 van het voornemen tot besluit aangevuld.

De NVAO besluit accreditatie te verlenen aan de hbo-bachelor Business Administration in Hotel Management (240 ECTS; variant: voltijd; locaties: Den Haag, Amsterdam) van de Hotelschool Den Haag te Den Haag. De NVAO beoordeelt de kwaliteit van de opleiding als goed.

Dit besluit treedt in werking op 1 januari 2013 en is van kracht tot en met 31 december 2018

Den Haag, 29 maart 2012
Nederlands-Vlaamse Accreditatieorganisatie



Guido Langouche
(vicevoorzitter)

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.

Pagina 5 van 7 **Bijlage 1: Schematisch overzicht oordelen panel**

Onderwerp	Standaarden	Beoordeling door het panel <i>voltijd</i>
1. Beoogde eindkwalificaties	1. De beoogde eindkwalificaties van de opleiding zijn wat betreft inhoud, niveau en oriëntatie geconcretiseerd en voldoen aan internationale eisen	E
2. Programma	2. De oriëntatie van het programma waarborgt de ontwikkeling van vaardigheden op het gebied van wetenschappelijk onderzoek en/of de beroepspraktijk.	E
	3. De inhoud van het programma biedt studenten de mogelijkheid om de beoogde eindkwalificaties te bereiken.	E
	4. De vormgeving van het programma zet aan tot studeren en biedt studenten de mogelijkheid om de beoogde eindkwalificaties te bereiken.	E
	5. Het programma sluit aan bij de kwalificaties van de instromende studenten.	E
	6. Het programma is studeerbaar.	E
	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.		E
10. De omvang van het personeel is toereikend voor de realisatie van het programma.		E
4. Voorzieningen	11. De huisvesting en de materiële voorzieningen zijn toereikend voor de realisatie van het programma.	E
	12. De studiebegeleiding en de informatievoorziening aan studenten bevorderen de studievoortgang en sluiten aan bij de behoefte van studenten.	E
5. Kwaliteitszorg	13. De opleiding wordt periodiek geëvalueerd, mede aan de hand van toetsbare streefdoelen.	G
	14. De uitkomsten van deze evaluatie vormen de basis voor aantoonbare verbetermaatregelen die bijdragen aan realisatie van de streefdoelen.	G
	15. Bij de interne kwaliteitszorg zijn de opleidings- en examencommissie, medewerkers, studenten, alumni en het afnemend beroepenveld van de opleiding actief betrokken.	G
6. Toetsing en gerealiseerde eindkwalificaties	16. De opleiding beschikt over een adequaat systeem van toetsing en toont aan dat de beoogde eindkwalificaties worden gerealiseerd.	G
Opleiding als geheel		
Eindoordeel		G

standaarden krijgen het oordeel onvoldoende (O), voldoende (V), goed (G) of excellent (E). Het eindoordeel over de opleiding als geheel wordt op dezelfde schaal gegeven.

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Docent-student ratio	1 : 20,8
Kwalificatie docenten	17% PhD 64% wo-ma 19 % ba
Studielast	30 uur per week
Contacturen	Propedeuse (60EC) : 874 Tweede fase (90EC): 505 Derde fase (90EC): 529
Rendement	Rendement Voltijdstudenten 2004: 36% is afgestudeerd na 4 jaar en 67% na zes jaar. 2005: 41 % na 4 jaar en 63% na 5 jaar Uitval 8,3% (one year) / 14,6% (three years).

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- Drs. W.G. van Raaijen (voorzitter), partner van Hobéon Certificering BV;
- Prof. D. van Lill (lid), Executive Dean of the Faculty of Management University of Johannesburg;
- T. Eastaff (lid), Vice President Human Resources at InterContinental Hotels Group en Honorary Visiting Fellow Oxford Brookes University;
- P. Verhoeven MBA (lid), Chief Operating Officer bij Accor Hospitality Duitsland;
- R.L.M. van der Reep MA, (student-lid) student vierdejaars Bachelor in Business Administration van de Saxion Hospitality Business School. Zij heeft een bachelor en een master in Germaanse talen en culturen.

Het panel werd ondersteund door:

- H.R. van der Made (Hobéon), gecertificeerd secretaris.