

# Saxion University of Applied Sciences Hospitality Business School

## BBA Facility Management International Programme

### Programme Chart – Overview

Year	Semester	Content	Credits
1	Fall	First year	30
	Spring	First year	30
2	Fall	Industry Specific Semester	30
	Spring	Internship	30
3	Fall	Minor	30
	Spring	International Events Management	30
4	Fall	Final year	30
	Spring	Final year	30

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## Programme Chart – Overview per semester

First year 1 <sup>st</sup> semester modules	Credits
Hospitality Business Introduction	3
Basics of Facility Management	6
Basics of Hotel Management (option module)	6
Basics of Tourism & Leisure Management (option module)	
Hospitality Marketing	6
Business English	6

Students pick one out of the two option modules

First year 2 <sup>nd</sup> semester modules	Credits
Industry Research	3
Industry Experience	3
Management Principles	6
Events	6
Hospitality Economics	6
Spanish Rápido (option module)	6
Dutch (option module)	
Business English	3

Students pick one out of the two option language modules

Second year 1 <sup>st</sup> semester – Industry Specific Semester	Credits
Entrepreneurship in facility management	12
Research methods	3
Intercultural communication skills	6
Business English Advanced	3
Spanish Rápido Advanced (option module)	3
Dutch Advanced (option module)	
Events 2	3

Students pick one out of the two option language modules

<b>Second year 2<sup>nd</sup> semester – Internship</b>	<b>30 Credits</b>
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<b>Third year 1<sup>st</sup> semester – Minor</b>	<b>30 Credits</b>
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<b>Third year 2<sup>nd</sup> semester – International Events Management</b>	<b>30 Credits</b>
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<b>Fourth year – Final Year</b>	<b>Credits</b>
Communication and study skills	3
Strategic management	12
Concepts of Facility Management	12
Industry Development Appraisal	12
Thesis	21

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## Module & Semester Descriptions

Hospitality Business Introduction	3
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### Module from a professional perspective

This module at the very beginning of your course will introduce the broad concept of hospitality business. Introduction and discussion will include innovations, concepts, interrelations and international developments within the work fields of Facility Management, Hotel Management and Tourism & Leisure Management.

### Position within the curriculum

First Year

### Starting point

No previous (work) experience is required.

### Competences

Innovation in Hospitality Business.

### Contents

Basic theoretical input will be followed by field trips to relevant companies to enhance the student's picture of the broad concept of hospitality business.

### Learning and teaching

Mixture between lectures and field trips. Students will prepare the field trips by gaining information about the company to be visited and write their report as self study.

### Assessment

Individual coursework (report, 3 credits), in which they will describe their experiences, compare the above mentioned hospitality work fields and motivate their choice for one of those.

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**Module from a professional perspective**

The student gains an understanding of operational facility processes. After studying this module the student will be able to:

- Understand the role of Facility Management in organisations;
- Explain the different target groups for the Facility Manager;
- Explain core aspects of service delivery and the service process circle;
- Explain the relation between a service concept and the perceived quality (services cape);
- Understand the importance of process management for professional provision of services;
- Identify problems in the service delivery process and to design adequate solutions (Ishikawa diagram related to HACCP);
- Design a space and lay-out planning in Visio based on a given brief;
- Design a proposal for a renewed ambiance in Google sketch-up;
- Present a chosen design in an attractive and persuasive way.

**Position within curriculum**

International foundation year.

**Starting situation**

Hospitality Business Introduction (previous module).

**Competencies**

5) Operations

**Organization of classes, contact hours and self study**

- Introduction to Facility Management: definitions, the role of the Facility Manager, the FM customer, market trends and developments, international differences;
- Service concepts: the characteristics of service provision, services cape, service process circle, customer satisfaction, service desk / front and back office;

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- The build environment: business property, space planning, workspace concepts, ambiance, energy, health and safety, security, routing, logistics, legal standards;
- Services: security, catering (foodservice), cleaning, signposting, service desk;
- Process management: problem identification through the Ishikawa diagram, identification of critical control points in the food process (HACCP), process improvement;
- Making a video instruction on a cleaning method;
- Visio instruction;
- Google Sketch-up instruction.

The content is linked to a case study. In groups of 4 the students work on case related assignments. 2 hours of lectures, 2 hours of studio work / instruction, field trips, self-tuition.

### Type of assessment

Group work: a (digital) portfolio consisting of the results of the assignments and a group presentation (10 minutes) + video instruction (5 minutes). Individual: a written exam (partially) based on the portfolio assignments.

### Assessment

Group work (PF): 3 ECTS

Individual written exam (S): 3 ECTS

### Books and syllabus

For books and syllabus, please refer to the study guide on the intranet.

Basics of Hotel Management (option module)	6
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### Module from a professional perspective

The hotel industry is booming and during recent years many new developments have taken place; upcoming new markets, development of new products and services, managing human capital, management & ownership structure and use of technology. Basics of HHO focuses on giving students a thorough introduction into this industry

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and ensuring a stable platform for the rest of their studies and career in the hotel industry.

### **Position within the curriculum**

The module basics of HHO is part of the first year of the 4-year bachelor degree program in hotel management.

### **Starting point**

Basics of Hotel Management will be taught after the students have completed the 'Introduction to hospitality business' module. The knowledge gained during this introduction and a natural affinity with the industry are prerequisites.

### **Competences**

- 5. Operations
- 8. Entrepreneurship
- 10. Hospitality performance

### **Contents**

Two main objectives are at the core of this module:

- Gaining theoretical knowledge;
- Applying acquired knowledge during several group assignments.

During the lectures and through self-study students will be introduced to the following aspects of the hotel industry: Food & Beverage, Rooms Division, Banqueting & Events, Spa & Wellness, Maintenance & Security, HACCP & Law, Human Resource & Training, Sales & Marketing, Finance & Control, Architecture & Design, Gaming and Technology.

The group assignments will be carried out as part of a bigger overall project; producing a pre-opening report for a hotel that covers, amongst others, design & operations. Guest lectures and fieldtrips will be part of the program.

### **Learning and teaching**

Basics of Hotel management will be offered during 10 weeks over 1 semester (starting from the 5th week of the first quarter of the semester). The total study load is 168 hours (6 credits).

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- Students will work in a group of 4 (design team);
- One lecture per week (all groups / 2 hours);
- One workgroup session per week (4 groups per session / 3 hours);
- One consultation / work session per week (2 groups per session / 2 hours);
- Each student prepares for an individual exam at the end of the course;
- Each group will prepare for a portfolio exam consisting of a final presentation, exam assignment and individual process review at the end of the course.

### **Assessment**

Basics of hotel management exam (individual): 3 credits. The student is able to show in-depth knowledge of all fields covered during the lectures and in the compulsory literature (essay and MC).

Portfolio exam (group & individual): 3 credits.

Pre-opening report: The students will apply the theory and knowledge gained during the lectures and the compulsory literature during several assignments, resulting in a full-fledged concept.

Hotel presentation: The students (design team) will need to present their developed concept in a convincing manner to the building team (consisting of two lecturers)

Process review: The student produces a written report on his or her individual performance, contribution and group interaction and the subsequent development during the module.

### **Marking**

The final mark for the individual Basics of hotel management exam will be based on a correction model. The final mark for the Portfolio will be based on pre-determined criteria and are described in a correction form. Both exams need to be passed in order to successfully complete this module.

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**Module from a professional perspective**

This course provides an introductory examination of the tourism and leisure business system, its concepts and terms. It examines the structure of the tourism and leisure industry and operations of its system and its relationship to society, culture, the environment and the economy. The course will provide interdisciplinary perspectives on tourism and leisure and will examine and analyse themes, issues and concepts relevant to each sector.

**Position within the curriculum**

First year

**Starting point**

Hospitality Business Introduction (previous module).

**Competencies**

Operations

**Content**

In this module the student will get an insight into the operations of the tourism and leisure industry. They will apply several basic research models in order to assess the situation from a customer point of view of these branches such as attractions, accommodations, events and inter-mediators in order to develop a professional eye and view on the industry. Moreover they will be working on the analyses of experiences. Students will also be working on the consumer research and make an analyses of career perspectives within the branch. Industry visits are part of this program.

**Learning and teaching**

Each week there will be approximately 4 contact hours involved. Students work in small groups. Each group will get a weekly case. At the end of the module the students will hand in a portfolio which will contain all the worked out assignments.

### Assessment

Portfolio: written individual exam on basis of theory offered in books, case studies, lectures and industry visits. For a description of these assignments and exam, please have a look at the syllabus.

### Marking

The portfolio will be graded conform the grading sheet with can be found in the syllabus. Grading form, including the criteria are to be found in the syllabus.

### Books and Syllabi

For books and syllabuses, please refer to the study guide on the intranet.

Hospitality Marketing	6
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### Module from a professional perspective

Given the global growing importance of tourism & hospitality services, the focus of companies in the industry will continue to be on providing tourism and hospitality products that suit consumer needs. Moreover, the industry needs to cope with decreasing loyalty of consumers, the emergence of new distribution channels. This module considers the concepts of marketing and implications of these concepts to the tourism, facility and hospitality industry.

### Position within the curriculum

First year

### Starting point

N/A

### Competencies

8. Entrepreneurship

### Content

- The marketing concept
- consumer behavior

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- segmentation
- the marketing mix
- marketing of services

### Learning and teaching

The module has a duration of one semester, classes will have a duration of three consecutive hours, this will allow for thorough discussions on each subject, combining theory and practical (group or individual) exercises. This set-up connects to the aim of the module to provide students with knowledge of (services) marketing principles and to apply these concepts to the hospitality and tourism industry. On several occasions guest speakers will be invited to connect the theory to the practice in the hospitality and tourism industry.

### Assessment

Written exam (individual) after Quarter 1 consisting of multiple choice questions and a case study (3 credits). A report and presentation after Quarter 2 (3 credits).

### Marking

The exam, presentation and report will be graded by means of a mark based on correction model and pre-determined criteria.

### Books and Syllabi

For books and syllabuses, please refer to the study guide on the intranet.

Business English	6
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### Module from industry perspective

Moderns languages play an important role in the Hospitality Business. As a first year student (and future junior manger) you are expected to be able to use proper English in a business setting. Our aim is to make yourself feel more certain on your knowledge of English and skills and attitude in practical situations. Subjects which are dealt with are: grammar, vocabulary, speaking and writing skills. At the end of the modules you have enhanced your knowledge of Business English vocabulary, you are able to use these in

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interactive task-oriented settings and you are able to produce proper written business products.

### **Position within the curriculum**

First year, quarters 1–3

### **Starting situation**

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### **Competencies**

9: Communication

### **Contents**

The module is divided in 3 parts and takes 1 quarter each. During the lessons in the first quarter Business English grammar and vocabulary is paid attention to. Moreover, basic discussion skills are trained. The second quarter focuses on Business Communication – speaking skills. The tasks provided are based on or realistic situations. Writing skills are trained in the third quarter.

### **Organization of classes, contact hours and self-study**

Students work in groups of max. 16 people. Assignments need to be prepared at home. 2 contact hours per week during the first and second quarter. 1 contact hour per week during quarter 3.

### **Assessment**

- Written exam and oral exam at the end of quarter 1;
- Oral exam at the end of quarter 2;
- Portfolio at the end of quarter 3;
- More information on the exams can be found in the syllabus.

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**Module from a professional perspective**

This introductory research course is taught from the perspective of solving problems and making decisions within the hospitality, Tourism and Leisure, Facility management industry. Students learn introductory qualitative research methods, as well as how to gather data; evaluate the quality of data; represent data; and apply it in writing a consultancy report. This course involves some industry visits in which observation techniques are practiced.

**Position within the curriculum**

Foundation year

**Starting point**

No previous research experience is required.

**Competencies**

Analysis & Networking

**Content**

In this module the student will get an insight into the scope of hospitality, tourism and leisure, and facility management industry. They will apply several basic research models in order to assess the situation from a customer point of view of these branches. These models include mystery guest reports and Falk and Dierking's interactive experience model. Moreover students will work on hotel classification, hotel descriptions, market segmentation and unique selling points; the difference between expectations (personal agenda) and realization and look at visitor satisfaction. Industry visits are part of this program

**Learning and teaching**

Each week there will be approximately 4 contact hours involved. Students work in small groups. Each group will get a weekly case. At the end of the module the students will hand in a portfolio which will contain all the worked out assignments. In week 7 students will put hospitality consultancy into practice with making a quick scan and

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recommendations for improvement of interactive industry experience of choice. This will be the basis for the presentation in the exam week.

### Assessment

- Portfolio;
- Presentation;
- For a description of these assignments, please have a look at the syllabus.

### Marking

The portfolio will be graded conform the grading sheet with can be found in the syllabus. The presentation (individual) is a group assessment: Students/visitors (40%), teachers (60%). Both grading forms, including the criteria are to be found in the syllabus.

Industry Experience	3
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### Module from a professional perspective

By means of this introductory work experience students will be able to understand the operations of a company in the hospitality, facility or tourism industry. Moreover students will become aware, and will need to comply with, the business attitude.

### Position within the curriculum

First year

### Starting point

No previous (work) experience is required.

### Competencies

10. Hospitality performance

### Content

This traineeship is an introduction to hospitality, facility and tourism work experience at a participating industry property. Students will be introduced to the operations of the company by participating in daily operations.

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### **Learning and teaching**

The module will start off with a plenary introduction. After that students will work in the industry, wherever possible associated with a second or third year student who will introduce the student to the company operations. The traineeship will take place under supervision of a HBS staff member.

### **Assessment**

Report including a company study and an oral examination related to the traineeship.

### **Marking**

Both exams will be marked based on pre defined criteria.

Management Principles	6
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### **Module from a professional perspective**

Having knowledge of, and insight into the basic aspects of management in organizations is essential for all who have the responsibility to plan, lead and control business processes in hospitality industry. This is why there is a focus on these aspects at the start of the education programmes of the Hospitality Business School.

### **Position within the curriculum**

First year

### **Starting point**

No specific competences required.

### **Competencies**

- 3. Policy and Decision-making
- 7. Change Management

### **Content**

In this module the student will get an insight into the way organizations in the hospitality industry operate compared to basic organizational theoretical perspectives. The focus will be on the link between these general theory and practice.

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### **Learning and teaching**

3 contact hours every week. Students work in small groups. Each group gets a number of assignments. During the second half of the semester the groups will be working on finishing their assignments. At the end of the module the students have to hand in a portfolio containing all the worked out assignments.

### **Assessment**

Written exam (S) (30 Multiple choice questions and a few essay questions). Coursework (W) (several assignments).

### **Marking**

The written exam and the coursework will be graded separately. The coursework will be graded on structure and readability besides the quality of the content.

Events	6
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### **Module from a professional perspective**

Events have always had a major role to play in human society. They cover all kind of human activity: from sporting and family – to cultural, commercial and organizational. Nowadays increasing public knowledge and technology mean higher expectations of the events.

In this module the students will get familiar with the operational side of the events. Events will be presented as special projects students will have to manage. That will involve basic planning, preparation, realization and evaluation of different kind of events.

### **Position within the curriculum**

Introductory, for the 1st year students, preparation for Events 2.

### **Starting point**

"Events" starts from the basics, no specific prior knowledge required. The module is directly related to the Events 2 course, which students will take the following year.

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## Competencies

The objective is the development and achievement of the following core competencies:

- Hospitality Performance;
- People Management/HRM;
- The competencies communication and entrepreneurship can be regarded as sub competencies but not assessed as such.

## Contents

Within the module students will be asked to organize 2 events, the 1st of them is fictional and the 2nd one is the real life event. Event organization consists of several phases. Developing the competencies students will go through all these phases.

The initiation phase: The main goal of this phase is to formulate the wishes of your client (what will you be organizing for whom). As soon as the client agrees with your proposal, we move on to the second phase.

The development phase is a detailed description of the execution of the Event. Based on this preparatory phase, the various departments will be able to make a scenario for the execution of the Event, which is the next phase.

The elaboration phase: During the elaboration phase, it is extremely important that every detail is seen to, to have thought about everything and to double-check every single detail.

The realization phase is the culmination of the event. If all preparations were executed correctly, nothing can go wrong during the Event.

The rounding off phase: Some of the things we would like to find out are whether we fulfilled the client's wishes, whether we stayed within the budget, etc.

## Learning and teaching

The concept of a process-oriented education had a major influence on the module content. The main focus is made on the developing professional competencies. Acquiring knowledge is no longer a goal by itself. Application of the acquired knowledge is what's important.

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The following working methods will be used during the module:

- Overview lectures;
- Seminars;
- Workshops;
- Group work;
- Attitude Training (“business conduct and behavior”);
- Participation in the events;
- Fictional Event presentation;
- The actual event execution.

The module requires initiative and responsibility from the students, as it involves a lot of independent work and study. Close cooperation with the teammates, giving feedback to each other and willingness to receive additional knowledge are the essential components of the learning process during the module.

### **Assessment**

The assessment of the “Events” module consists of two parts: the portfolio and the assessment. The portfolio consists of the following parts:

- Reflection report of the attitude training “business conduct and behavior”;
- Reflection report of the two workshops;
- Reflection report of the Cooperation Event;
- Completed assessment form of the Cooperation Event;
- Assessment of the Fictional Event;
- With the Fictional Event, the mark for the execution will be determined by the presentation to the client;
- The assessment is based on the Real-life Event. This will always be an event that a student has actually carried out. The assessment consists of 2 parts, each of which contribute 50 % to the final mark;
- The first part consists of 4 reports, related to the fictional event;
- The 2nd part is the execution of the actual event. The performance during the execution is what will be assessed.

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## Marking

If the competencies for Events-1 are fulfilled, a student will earn 6 credits (3 credits x 2):  
If a portfolio is assessed as being sufficient, a student earns first 3 credits. If all parts of assessment (real life event) receive a “sufficient” mark, a student earns another 3 credits.

Spanish Rápido (option module)	6
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## Module from industry perspective

Spanish is the world's third most spoken language, after Mandarin Chinese and English, and ranks second in terms of native speakers. If you speak Spanish, you can communicate with almost 500 million people worldwide. Think how many more employment options that gives you in the hospitality business! And if you want to take a trip to Spain or Latin America, a little knowledge of Spanish will go a long way. Not only is learning Spanish becoming increasingly important in terms of the global economy, it can also play a major role in your own personal development. Furthermore is the Spanish passion for living contagious and once you start to learn about their language and culture, you won't ever want to stop.

This module is for those students who want to learn essential practical Spanish for immediate use in the working world. The lessons give you an all-round practical knowledge of grammar, skills, vocabulary and real-life functional language. After two semesters you will be able to use your Spanish on level A1 of the Common European Framework of Reference.

## Position within the curriculum

First year, quarters 3 and 4  
(6 credits)

## Starting situation

No prerequisites, although it is recommended to have experience with learning foreign languages.

## Competencies

9: Communication

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## Contents

Functional Language in the following situations:

- Meeting people and round the world (talking about nationalities);
- Giving and asking personal details;
- Understanding the world of a company;
- Meeting people at work and job skills;
- Asking and giving directions and shopping;
- Describing an office or a living space;
- Making appointments during a typical day;
- Talking about favorite things;
- Describing how things work.

### Organization of classes, contact hours and self-study

Students work in groups of max. 16 people. 3 contact hours per week during the third and fourth quarter. Instructions, group work, self-study (min. 4 hours a week).

### Assessment and Marking

Spanish Escrito Nivel 1S: written exam at the end of quarter 3.

Mark  $\geq$  5.5

#### Spanish Portfolio

Partial exam: Spanish Escrito Nivel 2A: written exam at the end of quarter 4.

Mark  $\geq$  5.0

Partial exam: Spanish oral A: oral exam at the end of quarter 4.

Mark  $\geq$  5.0

Dutch (option module)	6
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### Module from industry perspective

Modern languages play an important role in the Hospitality Business. The fact that you are living in the Netherlands means that you should, besides the command of proper English in a business setting, also have a basic knowledge of Dutch in the four language

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skills: reading, writing, listening and speaking. After two semesters you will be able to use your Dutch on level A1 of the Common European Framework of reference.

### **Position within the curriculum**

First year, quarters 3 and 4  
(6 credits)

### **Starting situation**

No prerequisites, although it is recommended to have experience with learning foreign languages.

### **Competencies**

9: Communication

### **Contents**

- Functional Language: Focus will be on exposure to and practice of general language functions, both in the spoken and written domains of languages (e.g. introducing oneself and others, familiarity with numbers, ordering food, expressing likes and dislikes);
- Language Awareness: An introduction to the nature of language (e.g. comparing and contrasting Dutch with the English language);
- Grammar: Structures necessary for the production of the language functions outlined above. Aspects of Culture and Society: a variety of aspects of life in the country / countries where Dutch is spoken.

### **Organization of classes, contact hours and self-study**

Students work in groups of max. 16 people. 3 contact hours per week during the third and fourth quarter. Instructions, group work, self-study.

### **Assessment and Marking**

Dutch Writing S: written exam at the end of quarter 3.

Mark  $\geq$  5.5

Dutch in Practice: Mark  $\geq$  5.5

Partial exam: Dutch writing & reading S: written exam at the end of quarter 4.

Mark  $\geq$  5.0

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Partial exam: Dutch speaking and listening M: oral exam at the end of quarter 4.  
Mark  $\geq$  5.0

Hospitality Economics	6
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### **Module from a industry perspective**

Providing and processing financial data to manage business processes, within an international context. Managing the short-term and long-term monetary movements and financial aspects of an organization's goods and service flows. The context for Facility Management within internal facility service departments and (commercial) facility providers – for TLM within the travel, accommodation and leisure industry and for HM within food & beverage businesses, hotels and hotel chains.

### **Place in the curriculum**

The module Hospitality Economics (Int.) is offered during the first year of the International Programme at the Hospitality Business School. The module is related to all modules that require some degree of business-economic insight.

### **Starting point**

No specific prior knowledge required.

### **Aim**

Core competencies:

- The student is able to make cost calculations for services and products, in order to on-charge costs to internal clients or determine the sales price and/or back up make-or-buy decisions with hard figures;
- The student is able to set up, review and compare budgets, quotations and contracts.

Sub-competencies:

- The student is able to mention and distinguish the components of a cost calculation;
- The student is able to determine and analyse cost prices;
- The student is able to make and review decision calculations.

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- The student is able to make, review and compare quotations.
- The student is able to process financial data using spreadsheets.

## Content

### Cost terminology

- Costs, expenses, revenues and receipts;
- Balance sheet, profit-and-loss statement;
- Profit and yield / (rate of) return, contribution margin;
- Opportunity costs.

### Cost types

- Costs of commodities and ancillary materials;
- Costs of durable input products;
- Labour costs;
- Costs of services;
- Interest costs;
- Tax costs; VAT.

### Fixed and variable costs

- Fixed costs;
- Variable costs; proportional, regressive and progressive;
- Total cost price calculation, normal and real capacity load;
- Absorption costing, total capacity utilization, gross and net profit.

### Capacity and capacity utilization analysis

- Determining of the optimum occupancy rate and analyzing the available capacity;
- Normal capacity, Rational capacity, Irrational capacity, Available capacity;
- Capacity utilization. Season-bound activity / indivisibility / spare processing capacity;
- Cost price determination.

### Direct and indirect costs

- Direct versus indirect costs;
- Charging methods: sub-calculation, surcharge method;
- Use of facilities method, Activity-based costing.

### Decision calculations

- Break even analysis;
- Make or buy;
- Indifference point;

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- Differential cost price;
- Safety margin.

#### Use of spreadsheets (using the Office programme: Excel)

- Entering financial-economic data (numbers, text, formulas and simple functions);
- Editing those financial-economic data;
- Applying financial-economic models using basic data;
- User-friendliness and layout;
- Using diagrams;
- Printing out data;
- Exporting data (figures, tables and diagrams) to Word or a presentation format;
- Interpreting and analysing entered data.

#### **Working method, contact hours and self-study**

During the third and fourth quarters, we will offer lecture and seminar sessions. Parallel to the lectures of the third quartile, there will be an Excel practical of 2 hours a week. This practical will be offered in the form of lectures and seminar sessions.

#### **Assessment and marking**

There will be a written test (knowledge and practical application) during quarters 3 and 4. Students will receive a mark for both tests.

#### **Books and readers**

For information on the books and readers used, see the study index on the intranet.

Entrepreneurship in hotel management	12
Research methods	3
Intercultural communication skills	6
Business English Advanced	3
Spanish Rápido Advanced (option module)	3

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Dutch Advanced (option module)	3
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Events 2	3
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*These modules are under construction, no module descriptions available yet.*

Internship	30 credits
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### Module from a professional perspective

Apply previous attained knowledge to an organisation in the hospitality industry. The company provides a realistic learning environment which enables the student to train a set of competences whereas he learns to participate in the labour process.

### Position within the curriculum

2<sup>nd</sup> semester of the second year.

### Starting point

The student has a basic (first year) knowledge of the operations in the industry.

### Competences

- |                            |                            |
|----------------------------|----------------------------|
| 3 Policy & decision-making | 7 Change management        |
| 4 People management        | 9 Communication            |
| 5 Operations               | 10 Hospitality performance |

### Contents

The focus of the internship is on the student being an assistant to the manager, which means that the student, under the guidance of a professional practitioner, carries out assignments at the level of intermediate complexity in an organization that is part of the professional practice. HBS has a list of suitable host organizations for its training periods.

### Learning and teaching

Under continuous supervision of a company coach and overseen by a HBS-lecturer the student works in a company for at least 90 days. The student will draft a plan for his

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internship right at the start. This plan describes how the student will attain the competencies by performing specific activities. The progression is monitored through regular contact with the company coach and the supervisor from Saxion.

### **Assessment**

360° feedback, evaluation by the company coach, mark per competency.

### **Marking**

The student receives a mark per competency.

Minor	30 credits
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A minor is a coherent and useful combination of course units that have added value for the student's future profession or his or her follow-up study. At Saxion University we distinguish the Bachelor programmes after the first year into a major (150 credits) and a minor (30 credits). A minor can be aimed at broadening or deepening knowledge or at a transfer to an academic master programme. In addition, students can construct a free minor

### **Broadening**

This concerns a minor in which a student makes him or herself familiar with a number of competences which are not included in his/her own programme. Often the student will follow such a minor at another department than his/her own.

*Example: By doing a minor Intercultural Work a student from the Facility Management programme can distinguish him or herself from other students of his/her department.*

Usually, no admission requirements apply for these minors. However, in all cases the first-year examination must have been passed.

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## Deepening

This concerns a deepening of competences the student already has. In most cases his/her own programme or college offers such minors, but this is not necessarily the case.

*Example: A student from the Tourism and Leisure Management programme wishes to specialise in his/her own field by doing the minor Sports Tourism Policy. This module examines Sport Tourism from a political, economic and business perspective, but will also focus upon the developmental and organisational elements of Sport Tourism; ensuring students have the relevant practical and theoretical grounding required for the Sport Tourism industry.*

As a rule, these minors are subject to admission requirements, for they elaborate on already existent competences.

## Transfer

In addition there are minors which are specifically aimed at a transfer to an academic master programme. Completing a minor successfully means that the student is able to, (in so far as possible) without delay, transfer to an academic master programme (without having to do a transition programme). For all course programmes within Saxion agreements have been made with the University of Twente. In general, it is also possible to take a minor at an institute with which Saxion does not yet have any agreements.

## Free minors

It is also possible to compile a minor yourself. This is called a free minor. A free minor is a minor which the student compiles him or herself from the course units offered by the Saxion University or elsewhere, or from a combination of course units and doing a job.

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**Module from a professional perspective**

In this semester, students develop:

- Commercial skills (i.e: financial responsibility, acquisition, commercial communication skills);
- Management skills (i.e: creating and implementing policy, innovation, research, strategic planning, project management);
- An international perspective.

**Position within curriculum**

2<sup>nd</sup> semester of the third year

**Starting situation**

Events 1 and 2, Research, Corporate Finance, English, Communication, Entrepreneurship 1 and 2.

**Competences**

Innovation in Hospitality Business, Trend analysis and Networking, Entrepreneurship, Communication and Hospitality Performance.

**Contents**

In this semester, the basics of organizing an event are taken to a higher and more complex level. Students form multi-disciplinary teams in which they work together to come up with a commercially attractive hospitality concept for the bidding of a large international event. Think big: events in the line of World Sports Championships, International Conferences, Cultural capital of the year etc.

Based on sub modules: Event Context, Professional Skills, Communication, Advanced Research, Hospitality in Events, Strategic planning, Imagineering & Ambiance, Entrepreneurship.

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## Teaching and learning

Mixture between lectures, workshops, guest lecturers and consults. Within their own peer group the student will design their own plan for excursions, company visits and interviews.

## Assessment

1. Written exam: orientation on the field of Event Management. Students write an essay in which they learn to argue on paper.
2. Research Paper: report as a result of desk research on a specific topic of Event Design or a related issue.
3. Assessment: Portfolio of products as a result of Networking in the field of International Events, i.e. excursions, exhibitions, company visits and interviews.
4. Portfolio:
  - a. Peer assessment: in which the students inform each other on the Research Paper;
  - b. Event Design: proposal of the commercially attractive hospitality concept;
  - c. Management Review: a review for the jury;
  - d. Sales Pitch: in which the student actually presents his Event Design.

Communication and study skills
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## Module summary

This module is meant to prepare you for successfully completing the final year of the Hospitality Business School. You will be given some tools to be able to quickly understand- and deal with the modules offered within this year.

## Prerequisites

Other students:

- A bachelors degree in a related field such as economics or a minimum of three years of university education in a related field;
- TOEFL 550, IELTS 6.0

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## Contents of the module

- Explanation didactic system Final Year;
- Excursion library;
- Presentation training;
- Report writing techniques;
- Group dynamics;
- Effective meetings;
- Guest lectures by professionals from the industry;
- Formulating personal learning goals based on SWOT analysis;

## Module Aims and Competencies

### Competencies

1. The hospitality manager is able to communicate effectively, in speaking and writing, in different situations where he has to deal with different kinds of cultures and stakeholders;
2. The hospitality manager is able to practice leadership skills on one or more persons using their competences in an optimal way to gain the best results.

## Learning and Teaching

General: this module stimulates working in mixed groups where you are able to learn from each other. Moreover, you will reflect on your own skills and needs and try to relate them to the industry. This will help you to create your own personal learning path for this Final Year.

Way of working: each class deals with a different topic. This module requires your own effort, creativity and ambition. The teacher has the role of a stimulator, advisor, and motivator to let you obtain the competencies. Interaction is important!

### Concrete examples:

- Reading and discussing articles;
- Discussing reflection reports with fellow students;
- Reviewing assignments by means of peer-assessment;
- Presenting to each other.

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## Assessment Strategy

This module contains 2 moments of assessments (dependent on the planning of the lessons) and will be assessed by means of a portfolio and a presentation. For each moment you will receive a mark. The 2 marks will contribute to your final result. The module aims will be translated into grade criteria.

Focus assessment 1: reflection + writing assignment (60%)

Focus assessment 2: presentation (40%)

For this module all rules of the Educational Examination Regulation (OER) are applicable (resist, attendancy etc.)

Bibliography and Syllabus. For bibliography and syllabus, see intranet.

Strategic management	12
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## Module summary

This module focuses on Strategic Management and will explore and critically evaluate the concept of strategic management on a world-wide scale. Furthermore, in this module you will work out a strategic plan on corporate level for an existing organisation within your specific hospitality industry, based on a strategic analysis, and translate this plan into plans on relevant functional areas.

### Contents of the module (focus in each quarter):

#### Quarter 1:

- To discuss the concepts of Strategic Management;
- To analyse the strategy of a specific organization in the industry;
- To analyse the environmental developments in business and society and its impacts on the specific organization, by studying trends and scenario's, using PESTEL and SWOT;
- To analyse the industry and the competition, using Porter's diamond;
- To understand strategic capability and position by activity mapping;
- To discuss mission, strategic business units, synergy in the organization;
- To analyse structure and culture of organizations;

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- To analyse organizations in financial aspects;
- To formulate objectives on corporate level and on the level of SBU's.

#### Quarter 2:

- To develop a strategic plan for a specific Strategic Business Unit by applying strategic methods ( e.g. Porter, Ansoff, Prahalad, Wissema), based on the gap analysis;
- To translate the strategic business plan into objectives and plans for functional areas;
- To analyse the impact of a SBU-plan on structure, culture, finance, information and communication, processes and procurement of the company;
- To apply the concepts of competence management and human resource management in relation to structure and culture of the SBU;
- To account for financial and organizational feasibility of the business plan and functional plans;
- To make a project plan for change;
- To present the results in a coherent and consistent way;
- To write a short term business plan.

#### Module Aims and Competencies

Descriptions of aims (the competencies the student at the end will be assessed to).

After studying this module you are able:

1. To analyse an organization within the hospitality industry in its environment, using SWOT;
2. To translate relevant trends and scenarios in the hospitality industry into possible strategies on corporate level and for functional units in the organization;
3. To develop and promote/communicate a strategy for a specific organization in the hospitality industry, based on case studies of existing organizations;
  - a. To describe the characteristics of strategic decisions and define what is meant by strategy and strategic management;
  - b. To explain how strategic priorities vary by level;
  - c. To understand the elements and its relation of the ECS concept;
  - d. To use Pestel and develop scenarios and identify sources of competition within the hospitality industry.

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4. To understand and prepare and communicate plans for change in an organization in hospitality industry;
5. To understand the impact of core competences and continuous improvement in cost efficiency on strategic level in hospitality industry;
6. To translate corporate strategy decisions into objectives (plans) for specific functional areas in the hospitality industry.

### Learning and Teaching

General: Theory about strategic management will be explained in lectures and by studying the literature and applied right away by discussing articles and cases in seminars. Furthermore, the acquired knowledge will be used to analyse the strategy of existing organizations and to develop possible strategies on corporate and functional level. This will be done in small groups of students; each group focuses on one organization.

**Way of working:** The module will be taught in two single weekly hours of lectures, each followed by a two-hours-seminar.

During seminars

- Reading and discussing articles and cases;
- Explaining theories and themes to your fellow students;
- Discussing interim results by means of peer-assessment.

### Assessment Strategy

Individual: Written examination based on a portfolio of articles pre selected and open book. 4 ECTS

Group: Presentation of a strategic plan. 4 ECTS

Group: Paper, regarding applied strategic plan on specific business functions. 4 ECTS

Concepts of Facility Management
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### Module summary

This module focuses on the Facility Management Industry and will explore and critically evaluate, on a strategic level, the latest trends and developments on a world-wide scale within the industry. Furthermore the module focuses on the role of the Facility Manager

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in the housing and re- housing of the organisation and its use of space built and the role of Facility Management in procurement of services.

## Contents of the module

Focus in each quarter:

### Quarter 1:

- To establish an understanding for the concept of Facility Management;
- To introduce the different ways of organising a Facility Management department and its impact on service delivery and chain management;
- To discuss the role of project management and quality in Facility Management;
- To establish an understanding of life cycle costing and sustainability in Facility Management;
- To discuss the developments in the international industry of Facility Management and of adjacent industries (catering, cleaning, real estate);
- To provide an overview in the developments of site management;
- To provide an understanding for procurement in non manufacturing companies;
- To discuss the specific features of buying services;
- To discuss the role of outsourcing in modern industry of Facility Management.

### Quarter 2:

- To establish the role of the Facility Management in briefing for and planning of the use of space in buildings;
- To provide different space techniques;
- To provide an overview of different work place concepts;
- To establish an understanding for the role of the POE.

### Quarter 3:

- To establish an understanding for ambience and experience within buildings and built environment in a multi-cultural context;
- To discuss the role of ambience in a multi-cultural context;
- To research aspects of experience in built environment.

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## Module Aims and Competencies

After completion of the module you are able:

1. to plan, organise, coordinate and evaluate the provision of facility services and products and to prepare decisions on outsourcing of facility support services fitting within the organisations strategic policy and based on quality requirements and criteria taking into account different cultural behaviour within organisations;
2. to take care of procurement; to advice and guide internal clients regarding procurement in the field of facility services;
3. to develop and propagates your own vision in a structured way, based on ambiguous information and international trends in the field of FM;
4. to take measures to optimise productivity and efficiency and to research its financial feasibility;
5. to co-design accommodation by means of brief formulating: to choose and implement innovative concepts for accommodation, based on a (functional) analysis of a dynamic organization and the buildings in question;
6. to look after the interests of the profession by developing and distributing knowledge of your own professional field in a international and intercultural context;
7. to research the elements of built environment influencing ambience in understanding with sustainability aspects, different cultural contexts, work processes and costs.

After studying this model students will be able to:

1. Understand and explain the concept of FM;
2. Give an overview of the developments in the international Facility management industry;
3. Take in account life cycle costing and sustainable in purchasing and briefing;
4. Audit the quality of the services delivered by a facility management department;
5. Organize and install theoretically a facility department fitting in the strategy of the business at stake;
6. Be a leader member of a project group for a brief of an alternation or a new building;
7. Produce space planning, bubble diagrams based on a given brief in Visio;

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8. Produce effective and efficient space planning according business processes and fitting in specific culture;
9. Describe the buying process and set the criteria for service delivery;
10. Understand the role of ambience in buildings even in different cultures;
11. Recognize different building types and designs;
12. Understand and apply the most important quality systems;
13. Prepare decisions for out or in sourcing;
14. Perform an indicative POE;
15. Present some aspects of experience and the relation with the built environment.

### **Learning and Teaching**

General: This module stimulates working in mixed groups where you are able to learn from each other. A tool that contributes to this is the application of Quick Place, which is a means of communication to exchange information and to find study material.

Way of working: The module will be taught in a workshop or seminar way, which means an active involvement of all students. Some lectures will be given. Furthermore skill labs and clinics will be offered. Skill labs are organized for training of skills like measuring and the use of Visio. Two clinics on HAVC and building materials will be offered. Everyone is expected to visit these labs and clinics. Only if you are able to show your competence in the given field beforehand you can skip a lab.

### **Assessment Strategy**

Assessments (3xA):

Individually: Write a paper in which you answer the questions in the syllabus.

Criteria for assessments will be:

- Completeness of the answer;
- Quality of the reasoning;
- Justification by literature or experience.

Group work 1: The project (brief etc) will be done in groups of a maximum of 4 students. Each group will give a presentation.

Group work 2: Ambience group produces a web site or a video or a research.

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**Module summary**

During the final year you will join three workshops, two workshops during the first semester, and one workshop in the second semester. In each workshop you will study general themes in small groups using different research methods, like sustainability, ethics, human resources or leadership in the Industry of Hospitality. As a result of the research you will choose a topic from the general theme you find interesting and after studying this topic you will analyse and describe a specific application in the field of the Industry you are studying.

Although an outline for the workshop is provided, you will be asked to participate actively in the design and content of the module. You will learn from each other by exchanging results of each others research of the theme as well as the topic you studied. As much as possible, you will choose the workshops you prefer. Hereby we presume that you choose those workshops that will fit into the topic of your thesis.

Assessment: Report, containing the summary of the research and the description of the specific application.

**Contents of the module**

The module consists of three phases. In phase one you should get an overview of the issues involved in the theme you choose for this workshop by doing a literature review systematically. Next, you will use this overview to choose a topic for phase two. This topic is a more specific aspect of the theme of the workshop and has to be relevant for the Industry you are studying. In phase three you will use your knowledge of the chosen topic to devise an application for a certain region or organisation.

Phases one and two are rounded off with a presentation. You will present your findings to exchange information and to learn from each other. The result of phase three is presented in a report. This report also contains a critical evaluation of the process that has led to the report.

## Module Aims and Competencies

After completion of this module, you are able:

1. to collect, select and analyse data from (automated) systems for information and communication; you use this information to recommend changes that will improve services and ambiance (e.g. systems for making reservations);
2. develop, innovate or adjust concepts in a dynamic organization or market;
3. to look after the interests of the profession by developing and distributing knowledge of your own professional field;
4. to manage projects concerning products and services integrally;
5. to cooperate in multicultural teams of variable composition.

## Learning and Teaching

- week 1: explain way of working and discuss the plan to approach;
- week 2: brainstorm about the theme; names dropping;
- week 3: research;
- week 4: present results of literature review to each other; interim evaluation of the way of working, quality of the presentation, choice of topics;
- week 5: time to do research and consultation if needed;
- week 6: time to do research and consultation if needed;
- week 7: present results of literature review to each other; interim evaluation of the way of working, quality of the presentation, choice of topic, plan to approach the devise of the chosen application;
- week 9: hand in report.

## Assessment Strategy

The report you hand in at the end of the module is marked. Criteria for the assessment will be deduced from the competencies of the workshop. The report consists of two parts:

1. a description of the application, related to the topic you choose, and motivated by the findings of the research of the phases one and two;
2. a critical evaluation of the way of working.

Each workshop stands for 4 ECTS.

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### Module Summary

A thesis is a written piece of work (normally no less than 30 pages and no more than 40 pages, excluding appendices) in which a student can demonstrate his/her knowledge and skills in an area relevant to the programme of study. A thesis aims at an in depth analysis of existing, and/or development of new, knowledge and practices. This involves evaluating, criticising, or explaining certain theories. It can be shown how these are, or might be, put into practice or how existing insights might lead to new ideas. The thesis is written individually and cannot be done in groups as it is considered as a masterpiece of the Bachelor study programme. In exceptional cases two students will be allowed to work on their theses together.

The presentation is an oral explanation of the thesis as well as a discussion on a topic close to the one for the thesis. For example, a student might explain the relevance of his/her studies in the Netherlands for his/her professional career or look at the feasibility of the recommendations in the light of societal trends in the student's home country. The presentation enables the student to show management view and ability to generalise across the borders of the particular research topic.

### Prerequisites

The entry requirements for the thesis are identical to the entry requirements for the final year.

### Module Aims and Competencies

The thesis aims at the following final attainment levels of the student:

1. Work as a starting professional in the field of the Course
  - a) The student is able to solve a problem of fair complexity;
  - b) The student is able to integrate different fields of knowledge and skills;
  - c) The student is able to acquire new knowledge and skills when dealing with practical problems;
  - d) The student is able to apply project management.

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2. Be able to work independently as well as in cooperation with others

- a) The student is able to work independently by carrying out a larger individual task;
- b) The student is able to cooperate with others by participating in discussions and consultations.

3. Present the results of findings

- a) The student is able to present results orally and in writing, taking the target group into account;
- b) The student is able to make proper use of audio-visual aids.

The student should demonstrate attainment of these levels by including these in the thesis.

### **Learning and Teaching**

One lecturer acts as coach during the whole period of the thesis. The coach assesses proposal, intermediary report, final reports and presentation. Another lecturer acts as second examiner of final reports and presentation. All lecturers of the institute are available for consultation (5 hours per student).

The student needs to apply process management to his thesis. The thesis always starts with a proposal. Based on a first draft of this proposal a coach is assigned to the student. The student needs to obtain a 'pass' to go on with the thesis. This 'pass' is based on the final proposal. Phases in between proposal and final report are to be determined by the student.

### **Assessment**

- Report 1 'product' – the actual thesis;
- Report 2 'proposal' and 'process' a description of the process, including proposal, project plan, and evaluation of the process;
- Presentation the student presents his or her work, and discusses a topic close to the one for the written thesis showing his/her management view.

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