

### Module 1: Setting the Framework: The Past

#### Principles of Hospitality & Service Management (10 EC)

Scheduled teaching activities: 90 hours (lectures and seminars) for the module  
Independent study: 210 hours for the module  
Assessment: 50% Exam Individual & 50% Coursework (in groups of 3 max)

#### Research 1: Defining a Contemporary Topic (5 EC)

Scheduled teaching activities: 40 hours (lectures and PBL) for the module  
Independent study: 110 hours for the module  
Assessment: 100% Coursework Individual

### Module 2: Operationalizing the Framework: The Present

#### Service Performance Improvement (5 EC)

Scheduled teaching activities: 45 hours (lectures and seminars) for the module.  
Independent study: 105 hours for the module  
Assessment: 100% Exam Individual

#### Sustainable Value Creation in the Hospitality Industry (5 EC)

Scheduled teaching activities: 45 hours (lectures and seminars) for the module  
Independent study: 105 hours for the module  
Assessment: 100% Exam Individual

#### Research 2: Thesis Proposal (5 EC)

Scheduled teaching activities: 40 hours (lectures and Problem-Based Learning (PBL) for the module  
Independent study: 110 hours for the module  
Assessment: 100% Coursework Individual

### Module 3: Beyond the Framework

#### Strategic Human Resource Management (5 EC)

Scheduled teaching activities: 45 hours (lectures and seminars) for the module  
Independent study: 105 hours for the module  
Assessment: 100% Coursework Individual

#### Financial Decision Making (5 EC)

Scheduled teaching activities: 45 hours (lectures and seminars) for the module  
Independent study: 105 hours for the module  
Assessment: 100% Coursework Individual

#### Research 3: Data Collection (5 EC)

Scheduled teaching activities: 22 hours (lectures, seminars and tutorials) for the module  
Independent study: 128 hours for the module  
Assessment: 100% Coursework Individual

### Module 4: Master Thesis

#### Elective 1: Managing Events Organisations (5 EC)

Scheduled teaching activities: 45 hours (lectures and seminars) for the module  
Independent study: 105 hours for the module  
Assessment: 100% Coursework Individual

#### Elective 2: Entrepreneurship and Innovation (5 EC)

Scheduled teaching activities: 45 hours (Real World Grounded Research) for the module  
Independent study: 105 hours for the module  
Assessment: 100% Coursework

#### Research 4: Analysis and writing (10 EC)

Scheduled teaching activities: 15 hours (tutorials) for the module  
Independent study: 285 hours for the module  
Assessment: 100% Coursework Individual

## General Information

### Admission requirements

#### a) An official copy or the original of your degree certificate

Academic: Bachelor's Degree (internationally recognized), preferably in Hospitality, Leisure, Tourism, Economics or Business Studies. Students with other Bachelor's degrees are evaluated on a case-by-case basis. Work experience in related fields is not required but is recommended.

#### b) English Language Proficiency

- › Academic IELTS 6.0 (with a minimum of 5.0 for each skill)
- › TOEFL 550 (paper based), 213 (computer-based) and 80 (internet based)
- › Cambridge ESOL score FCE-C (169, or higher)
- › TOEIC 670 (Listening and Reading) and 290 (Speaking and Writing)
- › An official copy or the original of the English language proficiency exam is required
- › Alternatively a letter issued by your previous educational institution stating that you have been studying in English for at least 3 years.

### Entrance Interview

After processing your written application and meeting the overall requirements you will be given a date for a University entrance interview. The result of this interview will determine if you will enter our MA Programme at SUAS-Q. After the entrance interview, you will receive an offer of entry.

Please visit our website <http://www.stenden.edu.qa/> to learn more about our Admissions and Application procedure.

### Programme Start Dates

You can start this programme in September and can study full time or part time.

### Tuition fees

Actual tuition fees are published on <http://www.stenden.edu.qa>  
Please note that the tuition fees may be subject to change.

### Meet Stenden University of Applied Sciences-Qatar

Do you want to have a clear picture of the study programme you have in mind? Visit SUAS-Q's open days and experience our education first hand by meeting our lecturers and fellow students.

### The right choice?

Do you still have doubts about the study of your choice? Have a look at our other Master's programme in International Leisure, Tourism and Events Management. For more information visit: <http://www.stenden.edu.qa>

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# Stenden Qatar



*This course has exceeded my expectations by far! After my degree from Stenden Qatar, I was eager to return for the Master's. The variety in this course suits me perfectly - it is in harmony with my needs. I can confidently attribute the success in my career to the unique blend of experiences I was exposed to at Stenden Qatar!*

**Tamador Al-Hor**  
Alumna and Student of Stenden University of Applied Sciences - Qatar

## The Programme

Do you have a service-minded attitude and are you critical and curious? Do you always have the customer's interest in mind? Are you looking for the best possible preparation for a successful career in the hospitality industry? Then you will find that this Master's degree in International Hospitality and Service Management is perfect for you!

The Master's degree in International Hospitality and Service Management (IHSM) prepares you for a successful career in the service or hospitality industry. This industry is growing at a tremendous pace with an increase of jobs forecast worldwide. The hospitality industry is undergoing constant change, driven by shifting customer demands. These changes add to the complexity of the role of hospitality manager, and as a highly skilled graduate of this course you will be in high demand at a variety of companies all over the world.

## Why IHSM?

The programme is accredited with a triple good rating by the Dutch and Flemish Accreditation Organization. This makes the programme one of the best in its field.

Active involvement in real research projects as part of the Academy of International Hospitality Research (AIHR). With campuses in the Netherlands, South Africa, Bali and Thailand, AIHR is a truly international platform for doing research. The research findings of the AIHR are intended to impact on the hospitality industry and contribute to improving education in hospitality.

## Programme Overview

### Module 1: Setting the framework: the past

#### Principles of Hospitality & Service Management

This module aims to enhance your knowledge and understanding of hospitableness, service quality, customer satisfaction and other principles relevant to the hospitality industry and the broader service industry.

### Module 2: Operationalizing the framework: the present

#### Service Performance Improvement

Designed to provide a broad introduction to the topic of performance, operations analysis and performance measurement, the leading theme of this module is the analysis of operations. In their operations, service businesses create value for their customers.

### Module 3: Beyond the framework: the future

#### Strategic Human Resource Management

The notions of Strategic Human Resource Management in the global hospitality and service industry are covered in this module as planning and implementation are examined within the context of the challenges posed to the industry.

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### Financial Decision Making

The module Financial Decision Making presents the key principles of finance necessary to understand and implement the finance function in an organization and carry out the financial analysis that justifies the decision-making process.

## Research (1–3)

The three research modules prepare you to write your independent thesis by exploring how to define a contemporary hospitality/service management research topic, how to write a well-balanced and detailed research proposal, and how to perform appropriate data collection and analysis.

## Module 4: Master Thesis & Electives

### Electives

You will have a choice of two electives:

### Entrepreneurship & Innovation

This includes entrepreneurship, innovative concepts and business perspectives. This module is an accelerated research based programme. It is designed to provide you with the opportunity to accrue the skills, framework, and learning experiences necessary to create business opportunities in service oriented organisations, or new companies, by applying entrepreneurial and innovative initiatives.

### Managing Events Organisations

This elective addresses key concepts that help to understand how to manage an events organisation and how to create competitive advantages imperative to success.

### Thesis Analysis & Writing

The thesis finalizes the master stage of the programme and is a major piece of individually researched work. This is your opportunity to complete in-depth research into an issue or problem derived from and planned in your previous modules.

## Study Coach

At the start of the programme, you are assigned a coach who will personally guide you during the entire programme and will help you to think critically about yourself, your way of learning and your future career.

***That is the strength of Stenden University of Applied Sciences - Qatar: in a rapidly changing world, our people make the impossible possible.***



# International Hospitality & Service Management

## MASTER'S DEGREE

By expanding your boundaries, there is no telling what you might accomplish. That is why we challenge our students, staff and partners every day to discover and develop their talents, as part of a journey that transcends the limits of their own professional field and immediate environment. The future calls for enterprising and resourceful professionals who know how to translate their knowledge into innovative solutions and who have the vision and courage needed to look beyond their own professional field.

## Master's degree in IHSM

The Master's degree in International Hospitality and Service Management aims to meet the needs of a dynamic international industry and of undergraduate students progressing to a graduate degree. In the hospitality and service industry there is an increasing demand for qualified employees who are eager to take on the challenges of a rapidly changing business environment. The programme meets this demand by delivering graduates who possess detailed and extensive knowledge of the industry.

## A programme designed for tomorrow's world

Gaining a Master's degree is a unique way for you to distinguish yourself in the hospitality industry and a great opportunity to expand your international network. There is a demand from the hospitality and service industry for postgraduates at Master's level who have the relevant business and research skills and strategic capability. This programme is designed to provide you with the skills and knowledge to make you immediately employable within the hospitality and broader service industry.