

INFORMATION ABOUT THE FINAL CONSULTANCY PROJECT

Appendix to the Letter of Intent

for the conclusion of an “Agreement on the execution of a Final Consultancy Project”.

The Final Consultancy Project: an outline of the schedule and conditions

In the last phase of the course at Hotelschool The Hague students conduct in small teams a Final Consultancy Project. The Final Consultancy Project is a consultancy assignment in which students give advice to an external client on an actual problem in the client’s company or organisation. The school finds it very important that the client is 100% behind the project accepted by school.

Projects must be associated in some way with Hotelschool The Hague’s course. This means that only projects can be accepted from companies and organisations that are involved in some form or other in the (aspects of the) professional hospitality industry; this often also includes related companies and organisations such as suppliers, advisors, trade organisations, investors and government authorities.

For Hotelschool The Hague the Final Consultancy Project is a means of ascertaining whether the student has sufficiently mastered the required knowledge and skills and has acquired a professional attitude and for this reason, projects must fulfil certain criteria. In this way the school wants to achieve that students learn how to solve complex problems with an aim to providing advice at management level. Students are therefore asked to support management in their decision-making at strategic level; seeing as they have almost completed the course. Students are responsible, from acquisition to final report. Hotelschool The Hague plays a supportive role and the students receive intensive coaching from specialist lecturers.

The following chronological overview will make our conditions clear:

- Acquisition and registration of the project. The students write a project proposal after they have had a number of interviews with the client.
- The project proposal is assessed at Hotelschool The Hague by the Project Office and a committee of six lecturers. The project must fulfil a number of specific requirements¹, and concern advice to management about a matter at strategic level.
- As soon as the project proposal has been accepted and the students have the school’s permission to execute the Final Consultancy Project, two lecturers will be appointed as tutors to the project.
- In addition, the “*Letter of Intent*” is then signed by the parties involved. By signing this agreement the parties state that they have taken note of the contents of this document “Information about the Final Consultancy Project” and agree to act in accordance with it.

¹ In short, the requirements are:

- a relatively complex problem
- a link with (aspects of) the hospitality industry or processes
- applicability of theoretical knowledge
- advice at management level, which therefore contributes to the preparation for strategic or complex tactical decisions
- complete advice and research cycles
- feasible in terms of time, money, available resources, and the internal and external risks

- On the basis of the project proposal and the letter of intent the students now write a plan of approach explaining in detail what will be examined, which methods will be used, what the time scale is and what the required budget is. As a rule, students have to explore and familiarize themselves properly first with the subject matter of the project, so the required period of time that should be allowed for this is between 3 to 7 weeks. During this stage the students hold regular consultations with the client and the Hotelschool.
- After the client and the Hotelschool have given their approval to the Plan of Approach both parties and the students who are to execute the project sign the “*Agreement for the execution of a Final Consultancy Project*”. This agreement is the contract with the Plan of Approach.
- Subsequently, the students conduct the necessary research and write the final report. During this stage there will be consultations between the students and the client as well, and also between the students and the Hotelschool. During this stage especially, students are expected to inform the client about the provisional conclusions and recommendations.
- The final version of the report is handed in at the Hotelschool and the lecturers who are tutors to the project review the report. The Project Office sends the report together with an appraisal form to the client. The client sends the completed and signed appraisal form back to school. In the assignment of a final grade the Hotelschool takes the opinion of the client into account.
- A concluding exam takes place at the Hotelschool. The students invite the client to be present at this exam. If this is not possible the students will organise a separate presentation and discussion at a time and place that are convenient to the client.
- Students submit a declaration of costs to the Project Office of Hotelschool. School checks whether the expenses are justified and within the agreed budget. On the basis of this declaration the Hotelschool sends a bill to the client and the Hotelschool reimburses the students.

What can the client expect from Hotelschool The Hague?

1. The main thing in the execution of the project, is that it is the students’ responsibility to ensure that the project proceeds properly, and that they execute the project independently. The Project Office and the lecturers who are tutors to the project play a supporting role.
2. Per project 30 hours are available for coaching, consultation and assessment. For each project two lecturers are selected whose expertise is closely related to the nature of the project. One of the lecturers will act as a primary contact for the client.
3. Generally speaking, students work in teams of four. The study load is 480 hours per student.
4. From the moment the project proposal is accepted by the Hotelschool and the students may start the project, the desired period is 16 weeks, not counting school holidays, if any. The desired conclusion date is stated in the “*Agreement for the execution of a Final Consultancy Project*”. Students and the Hotelschool strive towards completion of the project within the agreed time period.
5. The school will contact the client a few times during the course of the project contact: shortly after the project has been registered, and around the time of the approval of the Plan of Approach. Naturally, it would be very much appreciated if the client would take the initiative to approach the contact person at school should he have any questions or in the case of problems.
6. The “*Agreement for the execution of a Final Consultancy Project*” is an *agreement of effort*. This means that the Hotelschool and students will make an effort to achieve a satisfactory result, but that neither the school nor the students may be held legally responsible for the final outcome.

7. Hotelschool has a collective accident and liability insurance policy for all students, which also covers activities conducted within the framework of a Final Consultancy Project.
8. During the final consultancy project the same study facilities are available to the students as during the rest of the course at the Hotelschool.

What does Hotelschool The Hague expect from the Client?

1. The client provides an assignment that is supported by the organisation to which he belongs. This means that all supervisors and managers whose duties will be directly or indirectly affected by the outcome of the project are properly informed in advance. If necessary, the client will also ensure that the students have the permission of higher management to execute the project.
2. The client provides an assignment that is based on an actual existing problem that can be executed by students independently. The project must fulfil a number of specific requirements and must be an advice to management about a question at strategic level.
3. The client provides adequate support by the company. This must be done by someone who holds an office with sufficient decision-making powers. The appointed person must be easily contactable (at a distance) for questions, and be able to free up enough time for providing information to the students and for conducting interviews about the progress of the project. Frequency and intensity will vary per situation, but a good indication is one interview each week.
4. If it is possible and the client has no objections, it can be very useful for the students to spend one or more days at the company. This gives the students a greater understanding of the nature of the assignment, the company culture and the leeway for finding solutions.
5. The client undertakes to provide all available information that the students need to execute the project properly, no more and no less. That may also concern confidential and/or competitively sensitive information. It is, of course, possible to require the students to sign an agreement of confidentiality, and an embargo can be placed on the final report.
6. In providing information the client will try to take the students' time schedule into account.
7. The agreement between the Hotelschool and the client concerns the execution of a Final Consultancy Project. The curriculum of the school does not see this as a training placement. It is not necessary for the client to have the students sign a placement contract or to pay them a placement allowance. The students may not be expected to conduct their project wholly in the company or at the offices of the client. The client is not allowed to assign tasks to the students that have nothing to do with the execution of the Final Consultancy Project.
8. The client is prepared to reimburse the expenses incurred directly to the students, and to pay an additional € 200 administration charge to Hotelschool The Hague. In most cases the total cost of the project amounts to less than € 850.
9. In some special cases it may be necessary to offer the students extra coaching by Hotelschool lecturers. Any additional costs resulting from this may be passed on to the client only if he has agreed to do so in advance, and this has been stated in the Agreement.

Financial conclusion:

1. The students include an estimate of the costs in their Plan of Approach. By signing the "Agreement" the client agrees to the estimated amount. The students are only allowed to make a realistic estimate of the expenses they expect to incur in the execution of the Final Consultancy Project. They are not allowed to claim any wages or other compensation for their work.

2. Hotelschool The Hague will send the client an invoice of € 200 after the Plan of Approach has been accepted.
- 3 After the completion of the project students must submit a copy of their declaration to the Hotelschool, supported by a copy of receipts etc. The Project Office verifies whether the expenses are sufficiently documented and are within the agreed budget.
- 4 At the same time, students will also submit their declaration and receipts to the client. Client will pay the students the costs incurred.
- 5 If the students declare more costs than were estimated in the Plan of Approach, the original estimate will be followed, unless the students and client, during the course of the project, have agreed that they may deviate from it. Project office should be informed by the students when this occurs.
- 6 In the case of culpable negligence, resulting in the project's partial completion or in a lengthy delay in its completion, the Hotelschool may, in consultation with the client, decide that the client will not reimburse the costs incurred by the students.

Intellectual Property and Confidentiality:

1. The intellectual property of the final report is owned by Hotelschool The Hague.
2. Hotelschool and client are not allowed to use the final report, in part or as a whole, in ways other than those stated in the Plan of Approach.
3. External publication by the Hotelschool of the final report, in part or as a whole, will occur only in consultation with the client.
4. The students and Hotelschool will treat the information provided by the client with confidentiality if there is cause to do so. The client may, if he so wishes, require the students and the Hotelschool to sign a confidentiality agreement.
5. If it is necessary, in the interests of the organisation of the client, the client may request that the final report be protected by an embargo for a certain period of time. The report will then not be included in the collection of the Hotelschool's Media Centre until after the specified period. This embargo may, at the request of the client, be stated in the "Agreement for the Execution of a Final Consultancy Project".
6. The final reports are checked digitally for plagiarism by an external company. Students must upload the file, thus enabling the lecturer to conduct a check of the report. The database is secure; it is not possible for outside persons to gain access to the complete final report. It is, however, possible for another user to see any possible similarities between parts of the report being checked and other sources that have been copied verbatim. These fragments of text are only small. It is extremely unlikely that this would include either specific company information or confidential information. If so desired, the client can ask the Hotelschool to remove the report from the database.

Project Office Hotelschool The Hague, June 2009

<p>Project Office The Hague Campus</p> <p>Drs Hans Kipp and dr Arjan van Rheede</p> <p>Brusselselaan 2 2587 AH The Hague The Netherlands 070 - 3512481 projectDH@hdh.nl www.hotelschool.nl</p>	<p>Project Office Amsterdam Campus</p> <p>Drs Flip Heijblom and drs Luuk Albers</p> <p>Prinses Irenestraat 59-61 1077 WV Amsterdam The Netherlands 020 - 8512900 projectAMS@hdh.nl www.hotelschool.nl</p>
--	--