

THE EEG – PART 7A (HBA)

IN-COMPANY TRAINING HANDBOOK

For students following Hospitality Business Administration (HBA) Pathway



31 August 2025

CONTENTS

- 1. Introduction 3
 - 1.1 in-company training Process in Brief 3
 - 1.2 Goals & Objectives of the In-Company Training 4
- 2. How to start your In-Company Training Module..... 4
 - 2.1 Conditions to start with the In-Company Training Module 4
 - How it works 4
 - 2.2 Getting to know the Company..... 5
- 3. In-Company training requirements 5
 - 3.1 General Requirements 5
 - 3.2 Criteria..... 6
 - 3.3 Deliverables..... 6
- 4. Student Guide 7
 - 4.1 General information regarding In-Company Training Module 7
 - Understand the needs of the company..... 7
 - Understand and adapt to the company’s culture 7
 - Assertiveness and initiative 7
 - Work Placement Teacher’s role & company’s role 7
 - Learning outcomes 8
 - 4.2 In-Company Training Compensation Conditions 9
- 5. Practical Matters 9
 - 5.1 Career Centre 9
 - 5.2 Role and responsibilities 9
 - Work Placement Coordinator 9
 - Student 10
 - Wittenborgs’ Work Placement Teacher 10
 - The Company Supervisor 10
 - 5.3 In-Company training planning 11
 - 5.4 Financial arrangement for training positions within The Netherlands..... 12
 - 5.5 Days off and illness 12
 - 5.6 Liability and insurance 12
- Appendix 1..... 16

1. INTRODUCTION

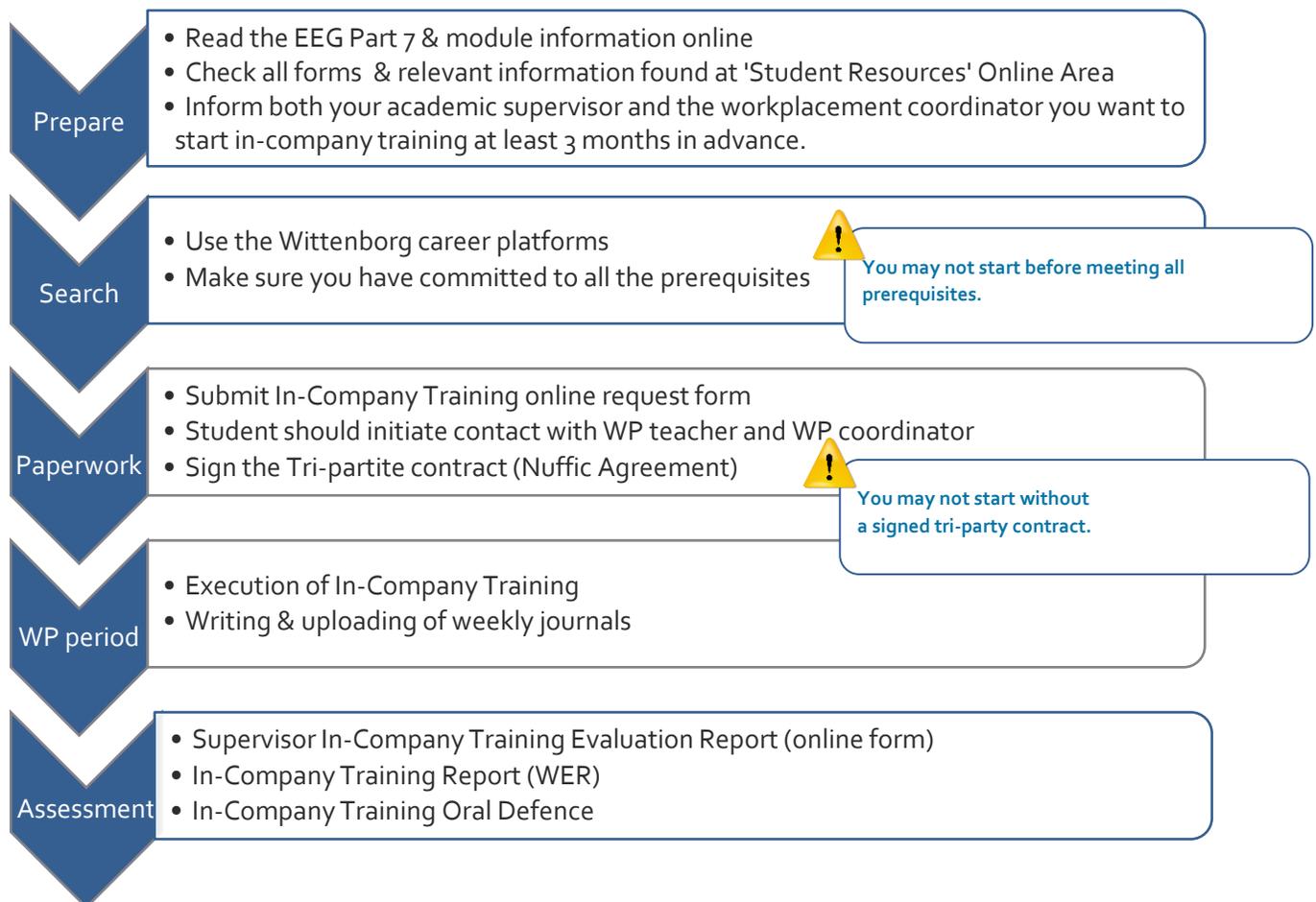
In-Company Training is a fundamental part of the HBA-HM programme, contributing 20 European Credits (ECs) total to the 240 ECs required for graduation. Participation is compulsory.

In-Company Training takes at least **4 months full-time**.

1.1 IN-COMPANY TRAINING PROCESS IN BRIEF

Wittenborg has close contact with organisations facilitating In-Company Training. Information on these companies is to be obtained from Wittenborg' work placement coordinators. However, we stimulate you to find your own training opportunity as part of your learning experience. Your Process Tutors and Work Placement Coordinators are here to assist you. Contact details can be found within your Process Tutor area on Wittenborg Online.

Make sure you start preparing in time. Below you find an outline of the process you need to go through.



1.2 GOALS & OBJECTIVES OF THE IN-COMPANY TRAINING

The overall goal of the In-Company Training in the second year is to obtain practical exposure and experience in key departments in a hospitality organisation building on acquired theoretical knowledge

The key objectives of the In-Company Training are to:

- Gain operational experience in an international business environment
- Experience what hospitality is about by working in at least 3 different departments
- Develop professional competencies and personal aptitudes
- Put theoretical knowledge into practice.
- Operate at supervisory level or 'manager assistant' level at some stage in the training
- Add value to the organisation

2. HOW TO START YOUR IN-COMPANY TRAINING MODULE

2.1 CONDITIONS TO START WITH THE IN-COMPANY TRAINING MODULE

- Have the right study attitude
- Completed PDP 1
- Submitted all papers required such as CVs, Motivation Letter, etc.
- Have obtained a minimum of 70 ECs
- Have completed **ALL** Phase 1 specialisation modules
- Have had at least 4 meetings with your process tutor for guidance and support

HOW IT WORKS

At Wittenborg University of Applied Sciences, In-Company Training placements are sourced by the school after careful consideration of each student's learning goals. Official communication with participating companies is done via the Work Placement Coordinator. Students are presented with a choice of possible placement organisations and companies. The students then indicate up to 3 choices and/or preferences. We do however particularly stimulate students to find a placement themselves, as this adds to the learning experience. **It is your responsibility to let your work placement and the work placement coordinator know you will be going for your In-Company Training at least 3 months before the starting date.**

After the information session students submit a typed A4 page clearly stating their preferred positions. This will be considered when allocating positions. Note however, that it may not be always possible to meet all the preferences stated. In such a case, reasonable attempt is made to allocate a suitable alternative.

In case of placement in one of the preferences, it is assumed that this is satisfactory; no further argument is possible.

Wittenborg will solicit organisations in hospitality, tourism, events and sports, mainly from the Netherlands, Benelux, Germany and in some special cases other European countries. This will ensure that students can be visited at the place of their internship by their work placement teacher or work placement coordinator.

Given the international orientation of our students, students may desire to carry out their training in their own country in or outside Europe. In these cases, the student may be allowed to source their own In-Company Training organisations. The student shall, in this case present the desired organisations to the Career Centre at least three months in advance of the placement period commencement dates. The office will assess the company and **decide** on the suitability of the company. The student will be **formally** informed of this decision. In choosing a company, make sure the criteria are met (see In-Company Training requirements).

2.2 GETTING TO KNOW THE COMPANY

As soon as allocation of the training is finalised (you will be informed via email), the student makes an appointment with the placement company for the initial meeting.

In this meeting, the student will get to know the company. Besides agreements, arrangements are made with regards to working days, days off, working hours, possible benefits and allowances considering accommodation, meals, clothing, transportation, supervision, etc.

The student should fill in the following forms and bring them signed by their process tutor and work placement teacher to the career centre:

- In-Company Training Request Form – when applying (one copy for the student and a copy for the placement office) (see student resources) – Please specify the three departments as mentioned in the general requirements together with the relevant supervisor’s contact name.
- Tri-partite contract – before start of placement (signed by placement company, Wittenborg and student)
- A Monthly Work Plan (see student resources)
- In-Company Training Assessment Form - at the end of the placement (see Student Resources)

3. IN-COMPANY TRAINING REQUIREMENTS

3.1 GENERAL REQUIREMENTS

Students should gain experience in at least 3 different departments to provides them with the insight into how an organisation works.

Students should become aware of how the subjects they have studied are used in practice. These include marketing, operations, management, organisational design and environmental organisation management. Students should demonstrate this awareness through describing their experiences in their journal and in their evaluation paper.

3.2 CRITERIA

To ensure a meaningful In-Company Training, Wittenborg outlines strict criteria for organisations to qualify as placement companies. These criteria are as stated below:

- The internship provides sufficient in-house operations experience
- The work is of sufficient level, there should be opportunity to do work that matches the level of the study (HBO)
- Creativity and intelligence levels of the student should be tested; it is intended that the student knowledge, understanding and skills gained during study is applied into practice as part of a completed task, with ample opportunity for direct action, ownership and responsibility
- Performing simple facilitating, administrative work (e.g. dish washing and photocopying) for more than 28 hours in total of the training period is not permitted
- The contents of the training need to meet the objectives of the programme and the contract is strongly linked to education or certain parts of the programme
- The host organisation supervises the student and a supervisor is appointed for this purpose. They introduce the student to the organisation and continues throughout the training period as a training partner for the intern
- Understanding and skills that students have acquired, can be applied and expanded

In addition, the placement organisation should fulfil the following criteria:

- Organisations are clearly related to the hospitality, tourism, events or sports industry and offer a conducive, safe and secure work environment
- Offer the opportunity to work at supervisory level at some stage in the training
- Provide adequate supervision throughout the placement
- Provide reasonable allowance(s)
- Allocate working days, hours and shifts in accordance to the legal labour framework
- For hotels: a 3, 4 or 5-star rating and at least 20 (in the Netherlands) or 60 (outside the Netherlands) rooms

3.3 DELIVERABLES

During In-Company Training you inform your work placement teacher on your progress by writing and uploading a weekly report. At the end of the training, you will be assessed on your:

- Weekly Work Journals (WWJ) – to be uploaded every week. You need a pass on these journals to be allowed to hand in your in-company evaluation report
- In-Company Training Report, including company supervisors' evaluation
- In-Company Training Report Oral Defence

4. STUDENT GUIDE

4.1 GENERAL INFORMATION REGARDING IN-COMPANY TRAINING MODULE

UNDERSTAND THE NEEDS OF THE COMPANY

Let the company know whether you understand your tasks and if you have questions, ask! Managers in western companies are always very busy. They accepted you as an In-Company Training student because it would be beneficial to them. They want to be sure that you understand what is required of you. Your field supervisor/manager should reserve time for you normally at least, once per week on a regular basis. Wittenborg tutors are there to assist you as well whenever necessary. Show them that you can work independently - they should not do the work for you by assisting you all the time. In your Second year of study, you are expected to demonstrate that you are proactive and able to take your own responsibility. Therefore, work as effectively and efficiently as possible and show the supervisor at your company and your tutor what you are capable of doing.

UNDERSTAND AND ADAPT TO THE COMPANY'S CULTURE

Be part of the social system of the company. At work, people have moments of relaxation and of working hard. Join their formalities as much as possible. In the west, we communicate directly. People will interpret your words in a western way. Therefore, say 'yes' if you mean 'yes' and say 'no' if you mean 'no'. Gain an understanding of western culture and try to enjoy being part of the company's staff.

ASSERTIVENESS AND INITIATIVE

You are educated for a future management position. Act as an assistant-manager, make plans, come up with the right proposals, ask for approval, and get the job done.

Do not bother the trainee organisation with questions about your insurance, ID or IND card, or things like this. If you have questions about it, first consult the intranet and internet. If you still have questions, contact the international office of Wittenborg University of Applied Sciences. Do not ask everybody the same questions – direct your queries to the people who can actually help you. If you can solve the problem yourself, then take responsibility and do it!

WORK PLACEMENT TEACHER'S ROLE & COMPANY'S ROLE

It is important that students are able to observe professionals at work, particularly in their chosen career field. This will enable them to gain an understanding of the type of work relevant to their chosen occupation. When appropriate, we encourage employers to enable interns to participate in staff meetings, attend presentations and sit in on meetings with clients. Additionally, interns should have the ability to speak and interact with professionals inside, as well as outside, their own department to learn about different occupations and career paths.

As feedback is a critical part of the learning process, there is a work placement teacher directly assigned to the student who can provide guidance throughout the work experience period. The work placement

teacher must be able to meet with their students in person for short periods each month to make certain that the student understands their work assignments and is receiving constructive feedback about their work performance.

LEARNING OUTCOMES

At the end of the In-Company Training a student will be able to:

- Demonstrate the attainment of advanced threshold levels in the specified core capabilities
- Demonstrate that they have operated within a structured and routinely supervised environment
- After appropriate initial training, use required methods, procedures and standards applicable to a particular set of tasks
- After appropriate initial training, function effectively across a particular set of tasks using available tools, methodologies and/or equipment without frequent reference to other employees
- Demonstrate a rational and organised approach to task(s)
- Demonstrate oral and written communication skills for effective dialogue with colleagues and superiors
- Show ability to rapidly absorb fresh technical information when it is systematically presented and apply it effectively
- Describe and evaluate the structure, major activities and responsibilities of the organisation; evaluate critically their performance and abilities

The student needs to demonstrate the ability to work effectively with computer software used in the business (e.g. in hospitality, Opera, Oracle, Fidelio, Symphony™, etc.), including web-based software (databases and web mail), internet and Intranets and other popular information and online communication management tools.

At the conclusion of the In-Company Training, students should have developed new skills or made improvements in existing skills. We encourage that In-Company Training concentrates on the following areas:

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| <p>Skills and Knowledge</p> <ul style="list-style-type: none"> a. commercial thinking b. customer relationship skills c. accurate working practices d. team working skills e. organisational skills f. able to deal with stress g. entrepreneurial skills h. pro-active working methods | <p>Competencies and Attitudes</p> <ul style="list-style-type: none"> a. guest awareness and service attitude b. ability to think holistically c. ability to work in different departments d. ability to work long hours e. ability to handle conflicts |
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4.2 IN-COMPANY TRAINING COMPENSATION CONDITIONS

There are no exceptions offered by Wittenborg for the In-Company Training. The examination for this module (In-Company Training Report and In-Company Training Report Presentation) will always take place. The Education Board considers that students can ask **at entry** to the Hospitality Management Programme for Compensation of the In-Company Training duration period if:

- Prior In-Company Training or work experience has had at least the same duration as Wittenborg In-Company Training and should have not been more than two years prior to the date of entry for the bachelor's degree in Hospitality Management

The student who requires the compensation should provide to their work placement coordinator:

- A proper and detailed job description
- A recommendation letter from the company

The work placement coordinator will conduct a telephone call with the contact person provided in the recommendation letter and **formally make recommendations concerning** the student request for compensating the In-Company Training **duration** period. Even if the training itself may be compensated, the report and presentation still need to be done.

5. PRACTICAL MATTERS

5.1 CAREER CENTRE

The Career Centre informs students about In-Company Training opportunities in the Netherlands and abroad. At Wittenborg University of Applied Sciences, we assure you an In-Company Training, but do stimulate students to try and get a placement themselves. Official communication with participating companies is done via the Work Placement coordinator.

At student resources you can find the necessary contact details.

5.2 ROLE AND RESPONSIBILITIES

WORK PLACEMENT COORDINATOR

- Managing the portfolio of placement organisations
- Informing students on placement possibilities and assignments
- Coordinating the allocation of placements
- Providing general information on placements
- Point of contact in case of issues and/or emergencies
- Acting as the Wittenborg's main contact person for the student on placement
- Liaising with the company supervisor and review supervising guidelines prior to the start of the In-Company Training
- Exploring new placement opportunities at the placement organisation

STUDENT

The student is required to:

- Take responsibility for the process and inform all necessary parties in time
- Take responsibility for the necessary paperwork
- Participate in daily operations
- Draw up a monthly work plan
- Develop a weekly journal reflecting on learning goals, independent working capacity and competencies gained
- Develop an In-Company Training Report
- Make sure the company supervisor has sufficient time to fill out the supervisor evaluation
- Self-steer and self-monitor the development of competencies
- Meet all deadlines

WITTENBORGS' WORK PLACEMENT TEACHER

- Coach and support the student prior and during the In-Company Training
- Give regular feedback to the student prior, during and at completion of the training
- Assess the student prior, during and at completion of the training
- Complete a coaching visit during the training

THE COMPANY SUPERVISOR

The Company Supervisor is the person from the organisation who will provide the training, supervise the student and assess the student's performance during the placement. Main tasks are:

- Introduce the student into the organisation
- Coordinate the work activities of the student
- Supervise and give regular feedback to the student during the placement
- Assist the student with the selection of a company assignment
- Formally evaluate the student's performance at interim and completion stages
- Communicate with Wittenborg on issues related to performance, behaviour, problems or emergencies

5.3 IN-COMPANY TRAINING PLANNING

You can present your report every block on Friday of the Exam week, except for Retake Weeks-Winter and Retake Weeks-Summer. The specific time slot and extra requirements will be communicated in the examination week on Tuesday. Weekly journals need to be uploaded every week.

| In-Company Training Report Oral Defence Opportunities, BLK SEP, OCT, DEC, FEB, APR & MAY | | |
|--|--|---|
| Day | Block Week | Deadlines |
| | Throughout the WP period (minimum of 3 months). | Compulsory uploads of WWJ every week and Monthly Plan every month. Deadline: Monday, Week 1 of the block in which it will be presented. This is to allow time for your WP teacher to check your uploads. Failure to complete all uploads may result in a failure. |
| | Until Week 3 of the block in which it will be presented. | Student working on their In-Company Training Report. Before working on your In-Company Training Report, make sure that you have received a pass grade from your WP teacher about your WWJ and Monthly Plan. |
| Monday | Week 4 | Deadline for submission of final report of WP Report. Take note that if the deadline falls on a national holiday, it will be moved to the immediate (pre/post) working day in the same week. For example, if Monday is 2 nd Easter Day (national holiday), the submission deadline will be moved to Tuesday. The time of 16:00 remains the same. |
| Tuesday | Week 6 | Approval for Oral Defence given Oral Defence schedule ready and published on the online area by 16:00 by the secretary to the GEB. Hand in 2 bound copies of report at front desk by 16:00. (Refer to the instructions in the schedule for the exact time and date.) |
| Wednesday | Week 6 | Upload draft PowerPoint/Prezi presentation slides. Refer to the In-Company Training Module Online Area for the deadline. |
| Thursday | Week 6 | In-Company Training Report Oral Defence. The Oral Defence will always be on a Thursday. If Thursday is a |

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| | | | national holiday, it will be moved to Wednesday of the same week. |
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5.4 FINANCIAL ARRANGEMENT FOR TRAINING POSITIONS WITHIN THE NETHERLANDS

During the placement the student does not need to bear extra costs. In addition, the placement company is requested to offer at least two or a combination of these:

- Travel expenses: only when not covered by the student card for public transport (OV-card)
- Overnight stay at the placement organisation or at other residents provided for by the placement organisations
- Students should be provided with at least **one** hot meal a day at **no** extra expense

Other expenses, such as the purchase of clothing (tights, shoes, white blouse) should be covered by the student, unless where the placement organisation insists on a particular brand or specific uniform.

5.5 DAYS OFF AND ILLNESS

The student is expected to follow the rules and regulations of the placement company. Regulations pertaining to illness, days off and scheduling, etc., should be discussed and stipulated by the placement company.

5.6 LIABILITY AND INSURANCE

Wittenborg has a general student insurance. However, the student is expected to have their own third-party liability and accidents insurance cover. In cases of liability while on duty the placement organisation is responsible for the loss. Some companies offer insurances as part of the placement contract.

For information on how to write Weekly Work Journal and In-Company Training Report, refer to the EEG Part 7.

Take note that there is a difference in the learning objectives between In-Company Training (4 months) (WP21) and Work Placement (3 months) (W31) apart from the duration and departmental exposure, as can be seen in the scope and breadth of skills and experiences students are expected to gain.

WP21 provides extensive cross-functional exposure by working in three or more departments. This experience is designed to develop a broad understanding of the business and how different departments collaborate. On the other hand, WP31 provide focused, in-depth experience within a single department, allowing students to develop specialised expertise and apply theoretical knowledge to specific tasks or projects. That is, work placement focuses on providing a broader work experience that prepares students for their future careers beyond a single industry.

When writing your In-Company Training Report, take note of the following objectives and emphasis:

| Emphasis | In-Company Training (WP21) | Work Placement (WP31) |
|---|---|---|
| <ul style="list-style-type: none"> • Focus of Experience | <ul style="list-style-type: none"> ○ Focuses on gaining operational experience across different departments in a hospitality organisation, tourism, events industry. ○ Aims to provide exposure to various functions (at least three departments), allowing students to understand different aspects of the business. ○ Emphasizes understanding hospitality operations, events and tourism operations and building foundational skills at the supervisory or assistance manager level. Examples include event set-up, sports programme coordination, tour operations etc. | <ul style="list-style-type: none"> ○ Focuses on providing a broader work experience that prepares students for their future careers beyond a single industry ○ Aims at providing a more in-depth work experience with higher levels of responsibility, including project management, event planning, or market research within different business settings. ○ Focuses on developing a strategic understanding of the industry, with tasks that may involve organising events, managing manufacturing operations, or coordinating marketing or sports programmes. |
| <ul style="list-style-type: none"> ○ Level of Responsibility and Skill Development | <ul style="list-style-type: none"> ○ Focuses on hands-on operational roles with tasks that may involve routine supervision and includes guest relations, event logistics, basic administration in sports management. ○ Involves developing basic professional skills and competencies, such as teamwork, communication, and understanding organisational functions. ○ Includes a requirement to add value through direct participation in specific operational tasks, such as supporting managers or supervisors. | <ul style="list-style-type: none"> ○ Focuses on higher levels of responsibility, with tasks requiring more autonomy, strategic decision-making, and problem-solving skills. ○ Aims for students to apply and integrate academic knowledge in real-world scenarios, bridging theory with practice. ○ Involves developing a critical understanding of the organization, including its structure, processes, and the student's role within it. ○ Aims to develop skills in industry analysis, evaluating trends, and adding value to the organisation, such as improving customer satisfaction or boosting event attendance. |
| <ul style="list-style-type: none"> • Evaluation of Learning Outcomes | <ul style="list-style-type: none"> ○ The evaluation report should reflect on the practical skills gained in different departments and how they relate to hospitality, event management, sports business theories. ○ Should include insights into the student's experience working in various roles, understanding operational processes, and the ability to support the organisation. | <ul style="list-style-type: none"> ○ The evaluation report should address the application of theoretical knowledge to real-world problems, showcasing how academic learning was used in the workplace. ○ Should critically evaluate the student's performance and abilities, as well as the organizational structure and activities. |

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| | <ul style="list-style-type: none"> ○ Focuses on the development of basic competencies and personal aptitudes relevant to the hospitality industry. | <ul style="list-style-type: none"> ○ Focuses on the student's growth in handling professional tasks, communicating effectively, and making informed decisions without frequent supervision. |
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APPENDIX 1

Check WP Module Online Area for the following forms and guidelines:

- In-Company Training request form (online form)
- Tri-partite contract (Nuffic Agreement)(downloadable form)
- Format monthly work plan
- Format weekly journal
- Format In-Company Training report
- Company supervisor evaluation form (online form)
- Guidelines In-Company Training presentation
- Rubrics (Refer to EEG Part 7 Work Placement Handbook Bachelor)