

# Hospitality Management

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As one of the largest industries in the United States, the hospitality and travel industry plays a vital role in economic development and employment. The U.S. travel and hospitality industry generates \$1.9 trillion in economic output and supports 9.5 million American jobs. According to the Bureau of Labor Statistics, the leisure and hospitality industry offers 15.8 million jobs, with an increase in management positions. A well-trained workforce is more important than ever with the growth of the industry. To ensure the industry can keep up with this growth, employers must invest in employee education and training to ensure their workforce is prepared for the future.

## B.S. Degree in Hospitality Management

With a Bachelor of Science in Hospitality Management (HM), students are prepared for a variety of hospitality management careers. In addition to core hospitality business concepts, hospitality management concepts, and advanced skills relevant to a variety of sectors, the curriculum includes a comprehensive program. Events and meetings, hotels and lodging, restaurant management, sports venue management, and entertainment venue management are among these segments. We prepare our students to be successful general managers of hospitality businesses in the future.

Our program requirements allow students to specialize in hospitality management as a generalist. Students will learn why cost control and revenue management are essential for optimizing business revenue. Also, students will learn how events and meetings contribute to the entire hospitality industry while the entertainment market is growing as an industry segment. Furthermore, students will learn basic food production, which is crucial for students who want to become general managers of hotels, restaurants, or venues because food cannot be separated from hospitality. There are also several industry-specific electives offered as part of our program, such as gaming management, club management, beverage management, and sports venue management.

## Faculty

**Professor** D. Kim\*\*

**Associate Professor** S. Cho\*\*, P. Liu\*\*

**Associate Teaching Professor** A. Alexander\*, M. Palmero\*

\* Graduate Faculty Member - membership is required to teach graduate-level courses, chair master's thesis committees, and serve on doctoral examination and dissertation committees.

\*\* Doctoral Faculty Member - membership is required to chair doctoral examination or dissertation committees. Graduate faculty membership is a prerequisite for Doctoral faculty membership.

## Undergraduate

- BS in Hospitality Management (<https://catalog.missouri.edu/collegeofagriculturefoodandnaturalresources/hospitalitymanagement/bs-hospitality-management/>)

- Minor in Hospitality Management (<https://catalog.missouri.edu/collegeofagriculturefoodandnaturalresources/hospitalitymanagement/minor-hospitality-management/>)

Our mission is to nurture and develop the next generation of successful, ethical hospitality leaders in today's global marketplace. Students who earn a Bachelor of Science in Hospitality Management are exposed to theories and principles of hospitality management and develop skills and competencies essential to hospitality operations as well. Hospitality management students are trained to be generalists in the industry. It teaches students not only the fundamentals of the hospitality industry but also industry-specific segments like hotels and lodging, meetings and events, restaurants, and sports and entertainment venues.

A grade of C- or higher is required for all hospitality core, other core areas, and professional elective courses. Please see the BS in Hospitality Management (<https://catalog.missouri.edu/collegeofagriculturefoodandnaturalresources/hospitalitymanagement/bs-hospitality-management/>) page for the major program requirements.

## Graduate

The graduate program, Masters and Doctor of Philosophy (Ph.D.), is jointly offered under the **Food and Hospitality Systems** Program as one of the three tracks: Food Science, Hospitality Management, and Agricultural Systems Management. The Hospitality Management graduate program is established with the objectives for the generation of new knowledge and intellectual curiosity through research. The program provides an understanding of the body of knowledge in the discipline of hospitality and develops abilities to achieve scholarly success. These abilities include competency in research, teaching/communication, problem-solving and critical reasoning skills.

After graduation, it is likely that a master's student will advance their careers in the hospitality industry or continue their Ph.D. study. Ph.D. graduates will likely join the faculty of a college or university that will require research and publication as part of the promotion and tenure process. This goal is accomplished by creating a scholarly research environment, which exposes students the learning opportunity and trains them for teaching, research, writing, publishing, and consulting. The atmosphere is interdisciplinary and incorporates a number of opportunities for students to engage in a variety of types of information exchange and growth.

For additional information regarding Master's and Ph.D. study, visit the Food and Hospitality System (<https://catalog.missouri.edu/collegeofagriculturefoodandnaturalresources/foodhospitalitysystems/>) and choose the **Hospitality Management** track.

### HSP\_MGMT 1100: Introduction to Hospitality Management

An overview of the size, scope, form, analysis and development of various sectors in the hospitality industry. These include hotel, tourism, food and beverage, convention and events, club, cruise, gaming, managed services, and sport venue management. Emphasis will be on the global nature of the industry and its impact on economy and employment. Students will be exposed to career opportunities, cultural diversity, ethical consideration and current trends facing industry. Graded on A-F basis only.

**Credit Hours:** 3

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**HSP\_MGMT 1991: Food Safety and Sanitation in the Foodservice Industry**

Basic principles of food service sanitation safety. Meets Standards for National Sanitation Certification.

**Credit Hour:** 1

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**HSP\_MGMT 2100: Hospitality Law**

Provides an integrated analysis of the legal system as it applies to the hospitality industry. Topics include: theories of recover/liability; employment laws, property rights and contracts, lawsuits and their prevention; familiarization with legal arguments, litigation, ethical issues and the tort of negligence in professional context. Relevant federal and state cases, statutes, and regulations will be examined. Graded on A-F basis only.

**Credit Hours:** 3

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**HSP\_MGMT 2115: Club Management and Operations**

Examines aspects of club operations from a managerial perspective. Topics include: history, types of club and membership systems, club management structure, charter, by-laws; athletic activities, master and club calendars; unique features of club operations including food and beverage operations, human resources management, finances, building and facilities management, external and governmental factors, trends and the future of clubs. Graded on A-F basis only.

**Credit Hours:** 3

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**HSP\_MGMT 2190: Seminar in Professional Development**

A systematic approach to expose students to a journey of self assessment and to develop life-long skills for their careers in the hospitality industry. Using professionalism as a framework, students are made aware of the foundation of effective workplace relationship and how to appropriately manage these relationships toward career success. Topics include self management, workplace relationship, and career planning tools. Graded on A-F basis only.

**Credit Hour:** 1

**Prerequisites:** HSP\_MGMT 1100; restricted to Hospitality Management majors only

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**HSP\_MGMT 2300: Fundamentals of the Food and Beverage Industry**

An introduction to the macro aspects and a comprehensive overview of the Food and Beverage industry. The course begins with a history of meals away from home and an overview of commercial versus noncommercial food and beverage operations. Detailed considerations are given to components of the food service businesses: size and scope of the industry, major classifications, ownership types, key players, consumer purchasing behavior, quality assurance, trends, challenges, cultural diversity, ethical consideration, and impact of globalization. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites or Corequisites:** HSP\_MGMT 1100 or Instructor Consent

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**HSP\_MGMT 2400: Fundamentals of Lodging Industry**

Explores the foundations of the global hotel industry. The history of the industry, the relationship with tourism, size, and scope, classification, and types, major global players will be examined. Issues related to the impact of globalization, international hotel investment, development and operations, global competitions, political aspects, human resources, and cultural diversity will be discussed. Graded on A-F basis only.

**Credit Hours:** 3

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**HSP\_MGMT 2500: Fundamentals of Sport Venue Industry**

An overview of the Sport Venue Industry from a macro perspective. Students will be exposed to the major aspects regarding management of athletic and recreational facilities. Topics will include: history, trends and globalization of sport and venue development, types of sport facilities and major key players, construction and finance, facility systems and operations, sales and marketing, liability and risk management, ticket and box office operation, and event management. Cultural diversity, ethical issues and career opportunities in Sport Venue Management will also be explored. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites or Corequisites:** HSP\_MGMT 1100 or instructor consent

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**HSP\_MGMT 3100: Guest Service Management**

Addresses the essence of delivering memorable guest experience through high-quality guest service management. Topics include concepts of guest service quality, guest behavior, perceptions and satisfaction, guest service assessment methods, and guest recovery strategies. Students will then learn how to leverage their understanding of these concepts to establish guest service culture and strategies to meet organizational goals within the context of hospitality businesses. Graded on A-F basis only.

**Credit Hours:** 3

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**HSP\_MGMT 3104: Topics in Hospitality Management**

An examination of specific subject matter areas in the field of hospitality management will be addressed. Current issues, trends and challenges will also be discussed. Graded on A-F basis only.

**Credit Hour:** 1-3

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**HSP\_MGMT 3105: Problems in Hospitality Management**

Students develop problem solving, analytical skills by engaging in a supervised study of a selected field in the hospitality industry. Challenges

and issues will be identified and probable solutions will be weighed and evaluated. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** instructor's consent required

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**HSP\_MGMT 3115: Management of Gaming Operations**

An overview, analysis of gaming management and financial elements unique to operating gaming businesses. Topics include: History and development of gaming, economic relationships, social impact, legal and changing competitive environments, consumer behavior and psychological forces, corporate culture and technology, revenue control, and promotion and marketing. Graded on A-F basis only.

**Credit Hours:** 3

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**HSP\_MGMT 3200: Event Planning Management**

Define market segmentation and characteristics of the events industry, and explain the various needs and techniques used to meet their client's needs. Explore the various stages of the event planning process to include pre-event research and negotiation, to execution logistics, and post-event finalization. Graded on A-F basis only.

**Credit Hours:** 3

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**HSP\_MGMT 3300: Food Production Management**

This course is designed to introduce students to a comprehensive overview of food production management. Detailed considerations are given to components of the food service businesses: size and scope of the industry, major classifications, ownership types, key players, consumer purchasing behavior, quality assurance, trends, challenges, and the impact of globalization. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 1100

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**HSP\_MGMT 3310: Food Service Budgeting and Controls**

Examines management systems and techniques in the food and beverage industry. Topics include: effective use and control of food, beverage, and labor costs to manage a company's operations, with emphasis on computer applications, problems solving and analytical skills, making sound financial decisions, and excellence in customer service. This is a Math Reasoning Proficiency course. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 1100 and MATH 1100

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**HSP\_MGMT 3315: Banquet and Catering Management**

Engage in the management of service and production systems in catering operations and banquet facilities. An emphasis will be placed on the

fundamentals of communication and planning with event coordinators, menu planning, sales and marketing, food and beverage cost control, guest service standards, quantity food productions, food safety, needs and challenges of catering both on and off premises. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** Restricted to Hospitality Management students during early registration

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**HSP\_MGMT 3320: Beverage Management**

Explore and analyze operational and managerial elements of the bar and beverage industry. Topics include: alcoholic versus non-alcoholic beverage, beverage menu development, pricing strategy and costing, sensory evaluation, food and beverage pairing, marketing and promotion, inventory control, training of personnel, legal aspects of responsible service of alcohol. Graded on A-F basis only.

**Credit Hours:** 3

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**HSP\_MGMT 3400: Hotel and Lodging Operations and Management**

This course provides an in-depth look at the hotel industry and the management of lodging operations. It covers the foundations of the hotel industry and the fundamental principles of managing lodging businesses. It includes (1) the overview of the hotel industry and history, (2) the current trends of the hotel industry, (3) an analysis of the functions of each department, (4) organizational structure, (5) property management system, (6) safety and security, (7) guest service and satisfaction, and (8) staffing. Graded on A-F basis only.

**Credit Hours:** 3

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**HSP\_MGMT 3420: Technology Applications in the Lodging Industry**

Survey of the technology applications, issues, and trends in the lodging industry. The role of technology in operations and as a strategic tool to achieve competitive advantage will be examined. Students will need to have a good grasp of how to best implement information technology that will impact the future of their organizations. Current technology issues of interest and importance to the industry will also be explored. Graded on A-F basis only.

**Credit Hours:** 3

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**HSP\_MGMT 3500: Sport Venue Operation Management**

Examines the various operational dynamics and management of sport venues and facilities. Topics such as public versus private ownership and governance structures, facility planning and feasibility study, design and construction, event planning, programming and execution, sales and marketing, box office operations, and financial management will be addressed. Ethical issues, legal responsibilities, risk and security management will also be discussed. Graded on A-F basis only.

**Credit Hours:** 3

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**HSP\_MGMT 3993: Field Training in Hospitality Management**

Applies theories into actual industry setting. Aspects such as career paths, team work, inter-relationship in the workplace and professionalism are explored. Graded on A-F basis only.

**Credit Hour:** 1-3

**Prerequisites:** instructor's consent

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**HSP\_MGMT 4100: Hospitality Human Resources Management**

(cross-leveled with HSP\_MGMT 7100). This course explores the human behaviors that drive successful management in the hospitality industry. Students will delve into the art and science of managing team members, with a focus on understanding and influencing human behavior. Key topics include the psychology of hiring the right person for the job, the behavioral aspects of effective training, and the human factors in accurate and timely performance evaluation. The course also covers the impact of rewards on behavior and the role of motivation and coaching in shaping employee actions. Importantly, all these elements are framed within the context of equal employment practices, emphasizing the importance of fairness and equality in influencing positive workplace behaviors. By the end of the course, students will have gained a deep understanding of the human behaviors underlying human resource management. This knowledge will empower them to make more informed decisions in managing human resources and to more effectively influence human behavior in the workplace. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** 60 credit hours. Restricted to HM students during early registration. Other students meeting pre-req may register after early registration

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**HSP\_MGMT 4100W: Hospitality Human Resources Management - Writing Intensive**

(cross-leveled with HSP\_MGMT 7100). This course explores the human behaviors that drive successful management in the hospitality industry. Students will delve into the art and science of managing team members, with a focus on understanding and influencing human behavior. Key topics include the psychology of hiring the right person for the job, the behavioral aspects of effective training, and the human factors in accurate and timely performance evaluation. The course also covers the impact of rewards on behavior and the role of motivation and coaching in shaping employee actions. Importantly, all these elements are framed within the context of equal employment practices, emphasizing the importance of fairness and equality in influencing positive workplace behaviors. By the end of the course, students will have gained a deep understanding of the human behaviors underlying human resource management. This knowledge will empower them to make more informed decisions in managing human resources and to more effectively influence human behavior in the workplace. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** 60 credit hours. Restricted to HM students during early registration. Other students meeting pre-req may register after early registration

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**HSP\_MGMT 4110: Hospitality and Tourism Marketing**

(cross-leveled with HSP\_MGMT 7110). Application of a customer-oriented approach to sales and marketing management in hospitality and tourism industry. The marketing techniques available to hospitality businesses are described and evaluated, including service marketing mix, packaging, travel trade, advertising, sales promotion, merchandising, and personal selling. Marketing of hospitality services regarding human factors, consumer demand, planning, professional considerations are also discussed. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** 60 credit hours. Restricted to HM students during early registration. Other students meeting pre-reqs may register after early registration

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**HSP\_MGMT 4180: Strategic Management in the Hospitality Industry**

(cross-leveled with HSP\_MGMT 7180) Focuses on developing conceptual skills and application of the principles of strategic management in the context of the hospitality industry. It involves handling and analyzing ambiguous facts as well as relevant industry problems and issues facing management personnel in the global hospitality markets. Topics include: Business environments, mission statement, corporate and business strategies, evaluation and control. It requires that students to apply functions of management, finance, human resources, and marketing, learn how to engage in planning by examining situations from the perspectives of customer, employee, and management. The ultimate goal is to encourage students to think "out-of-the-box" in order to find innovative solutions that will reshape the hospitality industry and define how the hospitality company of tomorrow will create value. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 3100; MANGMT 3000; 60 credit hours. Restricted to Hospitality Management students during early registration

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**HSP\_MGMT 4190: Trends in Hospitality Management**

To keep abreast of the development that affects current managerial practices, this course is a survey of key trends and critical issues that impact the hospitality industry. Best practices, opportunities and challenges facing the industry will also be discussed. Graded on A-F basis only.

**Credit Hour:** 1

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**HSP\_MGMT 4200: Destination Management**

(cross-leveled with HSP\_MGMT 7200). An overview of hospitality and tourism destination management using a system approach that integrates a variety of hospitality and tourism organizations and businesses. Destination management will be examined from the perspectives of

travelers and destination communities in the context of economic, socio-cultural, and environmental impacts. Optimal planning, development, marketing of destination image and position in the context of the overall management plan will be addressed. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 1100. 60 credit hours. Restricted to HM students during early registration

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**HSP\_MGMT 4280W: Special Events Management - Writing Intensive**

Synthesis of theories and a comprehensive guide in understanding, planning, promoting and producing and managing special events. Topics include: Event design, feasibility studies, legal compliance, promotion, safety and security, logistics, staffing, financial control and technology. It is based on a systematic, step-by-step approach to event planning, implementation, and management. This course requires a considerable amount of teamwork. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 3200. Open Hospitality Management senior students only

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**HSP\_MGMT 4380W: Managing Food Service Businesses - Writing Intensive**

Students explore the market positioning and the management of the student-run food service operation from concept development to execution. Students will apply knowledge gained from marketing, human resources and operational budgeting to develop their themes and execute their meals. Students will hone their problem solving, leadership and interpersonal skills while engaging in team building. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 3300. Open to Hospitality Management senior students only

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**HSP\_MGMT 4400: Hospitality Finance Management**

(cross-leveled with HSP\_MGMT 7400). Application of financial principles to the hospitality industry. The focus is to provide students a foundation on how to use numbers and fundamental financial analysis to operate a successful hospitality business. Topics include forecasting, profit and loss statement, balance sheet, capital budgeting, and revenue management related to the hospitality industry. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** FINANC 2000; 60 credit hours

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**HSP\_MGMT 4480W: Advanced Lodging Management - Writing Intensive**

Apply, integrate, and synthesize previously learned knowledge, skills, and experience to solve real problems that the lodging industry faces. Specifically, managerial responsibilities, organizational structures and current trends will be examined. Throughout the class students will

develop their professional identity, leadership skills and confidence to participate in the workforce. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 3400. Open to Hospitality Management senior students only

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**HSP\_MGMT 4500: Management and Promotion of Live Entertainment**

Examines the various media used to promote venues, events and live entertainment. Topics include: Artist management, budgets and financial management, insurance, liabilities, contracts and riders, event production and tour scheduling, sport communication, and community relations. In particular, emphasis will be on the use of social media platforms in promotions, public relations, and other revenue generating activities of the industry. The principles of organizational advocacy, press conferences, and crisis communication plans will also be discussed. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 1100; 60 credit hours. Restricted to Hospitality Management students during early registration

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**HSP\_MGMT 4515: The Business of Sport Venue Management**

Focuses on the business aspects of managing athletic and recreational venues. The course examines the management and financial tools that managers use to run their sport venues and businesses. Traditional and innovative methods of revenue acquisition, financial business structure, sponsorship and forecasting processes as it pertains to the effective management of venues and sport organizations are discussed. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 2500. Open to Hospitality Management junior and senior students only

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**HSP\_MGMT 4580W: Sport Venue and Facility Management - Writing Intensive**

Applies previously learned principles and concepts of sport venue management and develop critical planning and organizational skills required of sport venue managers. The course will address three main modules: Security and risk management, the sport venue, and the sport event. The security and risk management module will examine efficient best practices and how they can significantly reduce the occurrence of injury and loss at sports venues and events. The sport venue and event modules will integrate concepts of venue planning, construction and operations; and event conception, planning, execution and reconciliation through case study analysis. Ethical considerations will also be stressed. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 3500. Open to Hospitality Management seniors only

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**HSP\_MGMT 4600: Hospitality Facilities Management**

The hospitality facilities management class explores the various operational dynamics and management of facilities where the hospitality business is conducted. Topics such as facility planning, feasibility study and funding, design and remodeling/refurbishing, maintenance, booking, and operations will be addressed. Facility systems and Risk and security management will also be discussed. Students will have the opportunity to apply their learning by working in teams responsible to carry-on each part of a HM facility re-development/repurposing plan. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 1100

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**HSP\_MGMT 4780W: Advanced Hospitality Management - Writing Intensive**

This course is designed for students to apply, integrate, and synthesize previously learned knowledge, skills, and experience to solve real problems that the hospitality industry faces. Specifically, managerial responsibilities, organizational structures, and current trends will be examined. Throughout the class, students will develop their professional identity, leadership skills, and confidence to participate in the workforce. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 3200, HSP\_MGMT 3300, HSP\_MGMT 3310, HSP\_MGMT 3400, and HSP\_MGMT 4500. Open to Hospitality Management seniors only

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**HSP\_MGMT 4945: Experiential Learning in Industry Internship in Hospitality Management**

Learning experience combining observation, application, and reflection in a discipline-based industry internship. Course appears on transcript for zero credit and does not count toward full-time enrollment. No tuition or fees are charged. Graded on S/U basis only.

**Credit Hours:** 0

**Prerequisites:** instructor's consent

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**HSP\_MGMT 4993: Internship in Hospitality Management**

Students apply concepts and theories from their coursework to practical work experiences in the hospitality industry, under the direction of industry professionals and faculty evaluation. It is the student's responsibility to secure an internship position and all internship experience must have prior approval from his/her advisor. In addition to the field experience, students will develop their problem solving and analytical skills through projects that are operational in nature. Graded on A-F basis only. Enrollment is limited to students who have completed a minimum of 75 credits and completed HSP\_MGMT 1100, HSP\_MGMT 2190 and one of the courses from students designated emphasis areas: HSP\_MGMT 3200, HSP\_MGMT 3300, HSP\_MGMT 3400 or HSP\_MGMT 3500. Enrollment limited to Hospitality Management students with a minimum of 75 credits; HSP\_MGMT 1100; HSP\_MGMT

2190 and one of the courses from students designated emphasis areas: HSP\_MGMT 3200, HSP\_MGMT 3300, HSP\_MGMT 3400 or HSP\_MGMT 3500.

**Credit Hours:** 3

**Prerequisites:** Instructor's consent required

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**HSP\_MGMT 7100: Hospitality Human Resources Management**

(cross-leveled with HSP\_MGMT 4100). This course explores the human behaviors that drive successful management in the hospitality industry. Students will delve into the art and science of managing team members, with a focus on understanding and influencing human behavior. Key topics include the psychology of hiring the right person for the job, the behavioral aspects of effective training, and the human factors in accurate and timely performance evaluation. The course also covers the impact of rewards on behavior and the role of motivation and coaching in shaping employee actions. Importantly, all these elements are framed within the context of equal employment practices, emphasizing the importance of fairness and equality in influencing positive workplace behaviors. By the end of the course, students will have gained a deep understanding of the human behaviors underlying human resource management. This knowledge will empower them to make more informed decisions in managing human resources and to more effectively influence human behavior in the workplace. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** Instructor's consent required

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**HSP\_MGMT 7110: Hospitality and Tourism Marketing**

(cross-leveled with HSP\_MGMT 4110). Application of a customer-oriented approach to sales and marketing management in hospitality and tourism industry. The marketing techniques available to hospitality businesses are described and evaluated, including service marketing mix, packaging, travel trade, advertising, sales promotion, merchandising, and personal selling. Marketing of hospitality services regarding human factors, consumer demand, planning, professional considerations are also discussed. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** instructor's consent

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**HSP\_MGMT 7180: Strategic Management in the Hospitality Industry**

(cross-leveled with HSP\_MGMT 4180). Focuses on developing conceptual skills and application of the principles of strategic management in the context of the hospitality industry. It involves handling and analyzing ambiguous facts as well as relevant industry problems and issues facing management personnel in the global hospitality markets. Topics include: Business environments, mission statement, corporate and business strategies, evaluation and control. It requires that students to apply functions of management, finance, human resources, and marketing, learn how to engage in planning by examining situations from the perspectives of customer, employee, and management. The ultimate goal is to encourage students to think "out-of-the-box" in order to find innovative solutions that will reshape the hospitality industry and define

how the hospitality company of tomorrow will create value. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** Instructor's consent

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**HSP\_MGMT 7200: Destination Management**

(cross-leveled with HSP\_MGMT 4200). An overview of hospitality and tourism destination management using a system approach that integrates a variety of hospitality and tourism organizations and businesses.

Destination management will be examined from the perspectives of travelers and destination communities in the context of economic, socio-cultural, and environmental impacts. Optimal planning, development, marketing of destination image and position in the context of the overall management plan will be addressed. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** instructor's consent

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**HSP\_MGMT 7400: Hospitality Finance Management**

(cross-leveled with HSP\_MGMT 4400). Application of financial principles to the hospitality industry. The focus is to provide students a foundation on how to use numbers and fundamental financial analysis to operate a successful hospitality business. Topics include forecasting, profit and loss statement, balance sheet, capital budgeting, and revenue management related to the hospitality industry. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** instructor's consent

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**HSP\_MGMT 8100: Strategic Human Resource Management in Hospitality**

This course is designed to familiarize students with a wide range of theories, concepts, business practices and applications associated with managing human resources in business. Topics include micro-human resource issues such as recruitment, hiring, performance measurements, employee relations, and retention, macro human resource topics such as organizational performance measurement, and interrelationship between micro and macro human resources such as individual differences and job performance and organizational performance. Students will learn the key theories and applications through reading, discussion, research, and writings. Graded on A-F only.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 7100

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**HSP\_MGMT 8110: Advanced Hospitality Marketing**

This course provides students with an advanced-level view of marketing strategies with the focus in hospitality and tourism. Students will be exposed to a general overview of theoretical frameworks and seminal work in this field. They will gain appreciation of the contemporary social-scientific research on marketing and persuasion. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 7110 or instructor's consent

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**HSP\_MGMT 8180: Strategic Management and Competitive Strategy in the Hospitality Industries**

This course introduces to students and enables them to develop a comprehensive understanding of the concepts and principles of strategic management and competitive strategy as applied to the hospitality industries. Students will be acquainted with the key concepts of strategic management through discussions, research, critiquing and writings.

This course will cover a wide variety of topics related to environmental scanning, strategic direction, organizational structure and culture, administration and evaluation of existing and challenging business practices, concepts and theories in the management distinctive to that of hospitality, tourism and service. Emphasis will place on the identification of relevant interdisciplinary paradigms and theory and research techniques for analysis, using advanced concepts and quantitative methods in the scientific investigation problems related to hospitality. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 7180 or instructor's consent

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**HSP\_MGMT 8200: Theory Construction**

This course focusses on theory construction in the area of hospitality management, identification of relevant interdisciplinary paradigms in theory development, and evaluation of theory and research models in the context of social science research. Graded on A-F basis only.

**Credit Hours:** 3

**Prerequisites:** Graduate level research methods course or instructor's consent

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**HSP\_MGMT 8263: Service Operations Management: Revenue Management**

This course offers an opportunity for students to learn the theory, concepts, and knowledge applied in service operations management. Students will find them useful in trying to cope with the dilemmas faced by operating managers in the hospitality industry. Especially, the course focuses on revenue management.

**Credit Hours:** 3

**Prerequisites:** HSP\_MGMT 3310 or instructor's consent

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