Tourism and Hospitality Management, M.T.H.M.

SCHOOL OF SPORT, TOURISM AND HOSPITALITY MANAGEMENT (http://sthm.temple.edu)

About the Program

The goal of the M.T.H.M. graduate program in Tourism and Hospitality Management is to develop advanced professionals in the field of tourism and hospitality management. Education should enable professionals in this field to be expert managers, marketers, and planners in the public, private, and commercial sectors. The program prepares students to be middle-level and, eventually, upper-level managers in the tourism and hospitality industry. The degree program is based not only on the practical application of management techniques, but also on the theoretical foundation that defines the profession. This makes the degree program clearly distinct from generic management curricula that do not include an industry-specific core.

Students interested in studying at the doctoral level should refer to the Ph.D. program in Business Administration with a concentration in Tourism/Sport (http://bulletin.temple.edu/graduate/scd/fox/business-admin-tourism-sport-phd) offered by the Fox School of Business and Management.

Time Limit for Degree Completion: 4 years

Campus Location: Main, with business electives offered at the Center City campus or online

Full-Time/Part-Time Status: The degree program can be completed on a full- or part-time basis.

Interdisciplinary Study: The program encourages interdisciplinary coursework, research, and interactions among faculty and students with interest in management, information technology, and research.

Study Abroad: Students who wish to do their internships abroad work closely with the Center for Student Professional Development, which assists with the necessary contacts and supervision.

Ranking: While formal ranking of academic programs in Tourism and Hospitality Management is not done, the program at Temple University has received national recognition as a program combining tourism and hospitality management.

Areas of Specialization: Two concentrations are offered:

- Hospitality Operations Management
- Tourism and Hospitality Marketing

Job Prospects: Students typically find placements in convention and visitor bureaus, event management companies, convention centers, hotels, and resorts.

Financing Opportunities: Teaching and Research Assistantships and Graduate Externships within the School of Sport, Tourism and Hospitality Management are reserved for students who are capable of teaching undergraduate classes in specialized academic areas or assisting in faculty research. Teaching Assistants (TAs), Research Assistants (RAs), and Graduate Externs (GEs) are expected to provide between 5 and 20 hours per week of service throughout the academic year. A 9-month stipend is offered along with full (9 credits) tuition remission for the Fall and Spring terms for TAs and RAs. GEs receive a stipend only. Applications for assistantships and externships are not evaluated until a Graduate School application and all appropriate materials have been received. Assistantships and externships are available only to admitted students. The evaluation of applicants for Teaching and Research Assistantships and Graduate Externships begins by March and continues until all positions have been filled.

Admission Requirements and Deadlines

Application Deadline:

- Fall: March 1

Applications are processed as they arrive through the deadline. Late applications may be considered for admission.

APPLY ONLINE (http://fox.force.com/sthmlogin) to this STHM graduate program at http://fox.force.com/sthmlogin.

Letters of Reference:

Number Required: 2

From Whom: Letters of recommendation should be requested from individuals who are capable and prepared to make judgments on the applicant's ability to complete graduate studies. Undergraduate faculty and advisors are the best sources. Character references are acceptable, but at least one letter should be from an individual in higher education. If undergraduate work was completed a number of years ago, this may be a difficult request; therefore, discretion should be used when selecting one's references.
Bachelor’s Degree in Discipline/Related Discipline: All applicants must present credentials that are the equivalent of the appropriate baccalaureate degree at Temple University.

Statement of Goals: In 500 words, explain your:

• Academic/professional goals
• Personal strengths that will contribute to success in the graduate program
• Personal weaknesses that may inhibit success in the program

Standardized Test Scores:
GRE, GMAT, or MAT: Minimum scores at or above the 50% range required for admission consideration; however, on average, applicant scores are in the range of 65% and above

TOEFL score: 79 iBT or 550 PBT minimum
IELTS Academic score: 6.5 minimum

Resume: Current resume required

Transfer Credit: Graduate credits from an accredited institution may be transferred into the program. The credits must be equivalent to coursework offered at Temple University, and the grade must be a “B” or better in order to transfer. The maximum number of credits a student may transfer is 6.

Program Requirements
General Program Requirements:
Number of Credits Required Beyond the Baccalaureate: 36

Required Courses:

Core Courses
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<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>STHM 5311</td>
<td>Service Management for the Tourism and Hospitality Industry</td>
<td>3</td>
</tr>
<tr>
<td>STHM 5313</td>
<td>Financial Mgt Tour/Hosp</td>
<td>3</td>
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<tr>
<td>STHM 5316</td>
<td>Strategic Management in the Tourism and Hospitality Industry</td>
<td>3</td>
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<tr>
<td>STHM 5317</td>
<td>Tourism and Hospitality Management Consulting Project</td>
<td>3</td>
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<tr>
<td>STHM 5318</td>
<td>Sustainable Tourism Management</td>
<td>3</td>
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<tr>
<td>STHM 5485</td>
<td>Graduate Internship</td>
<td>3</td>
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<tr>
<td>or STHM 9995</td>
<td>Master’s Project</td>
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Fox School of Business and Management Requirements
<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>STAT 5001</td>
<td>Quantitative Methods for Business</td>
<td>3</td>
</tr>
<tr>
<td>One elective course from the Fox School of Business and Management specific to each concentration listed below</td>
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Tourism and Hospitality Management Electives
Select 12 credits of the following STHM electives:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>STHM 5325</td>
<td>Gaming and Casino Management (1.5 s.h.)</td>
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<tr>
<td>STHM 5331</td>
<td>Hospitality Operations Management</td>
<td></td>
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<tr>
<td>STHM 5334</td>
<td>Meeting, Conference, and Event Management (1.5 s.h.)</td>
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<tr>
<td>STHM 5335</td>
<td>Effective Sales Management (1.5 s.h.)</td>
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<tr>
<td>STHM 5336</td>
<td>Revenue Management and Hotel Analytics (1.5 s.h.)</td>
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<td>STHM free elective</td>
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Select one of the following Fox School electives:

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<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>HRM 5112</td>
<td>Leading High Performing Teams</td>
<td></td>
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<tr>
<td>HRM 5113</td>
<td>Power, Influence, and Negotiation in Organizations</td>
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<tr>
<td>HRM 5114</td>
<td>Building Human Capital for High Performance Organizations</td>
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<tr>
<td>HRM 5115</td>
<td>Talent Acquisition</td>
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<tr>
<td>HRM 5116</td>
<td>Strategic Reward Systems</td>
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Tourism and Hospitality Marketing Concentration
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<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>STHM 5315</td>
<td>Marketing in Tourism and Hospitality</td>
<td></td>
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<tr>
<td>STHM 5322</td>
<td>Strategic Brand Management (1.5 s.h.)</td>
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<tr>
<td>STHM 5327</td>
<td>Customer Relationship Management in Tourism and Hospitality (1.5 s.h.)</td>
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</tbody>
</table>
STHM 5329 New Media and Distribution (1.5 s.h.)
STHM 5336 Revenue Management and Hotel Analytics (1.5 s.h.)
STHM free elective
Select one of the following Fox School electives:
MKTG 5101 Consumer and Buyer Behavior
MKTG 5102 Marketing Communications
MKTG 5103 Marketing Research: Techniques and Application
MKTG 5104 Marketing Strategy

Miscellaneous Electives
STHM 5320 Special Topics in Tourism and Hospitality Management
STHM 9996 Master's Thesis (6 s.h.)

Total Credit Hours 36

1 The specific Fox School of Business and Management elective course will be chosen by the student in cooperation with her/his advisor and will be relevant to the student's declared concentration.

2 Students may take any 12 credits from the STHM electives listed. If students wish to have a concentration designation on their transcripts, they must take each course designated under one concentration listed above and “declare” the concentration.

Culminating Event:
Tourism and Hospitality Management Consulting Project:
STHM 5317 Tourism and Hospitality Management Consulting Project is designed as a capstone experience to enable M.T.H.M. students in their final term to work in consulting teams analyzing real tourism and hospitality business problems and recommending appropriate actions for client organizations in the greater Philadelphia region. In teams of three to five, students emphasize their critical and creative thinking that they have developed as a result of participating in the M.T.H.M. program to enable effective problem identification with a solution orientation. Teams develop a written report that provides an analysis of the current situation, recommended solutions, and a detailed implementation plan. A formal presentation of the report to the client organization is also required. Strong emphasis is placed on developing consulting skills that augment the discipline-specific content reflected in other courses.

Contacts
Program Web Address:

Department Information:
School of Sport, Tourism and Hospitality Management
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Philadelphia, PA 19122-6083
sthm@temple.edu
215-204-8701

Submission Address for Application Materials:
http://fox.force.com/sthmlogin

Department Contacts:
Senior Associate Director of Graduate Enrollment:
Michael J. Usino, M.L.A.
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215-204-3103

Manager of Graduate Student Services:
James Alton, M.S.Ed.
james.alton@temple.edu
215-204-7140

Academic Director:
Ben Altschuler, Ph.D.
benjamin.altschuler@temple.edu
STHM 5111. Applied Research. 3 Credit Hours.
The course equips the student with an understanding of the process of pure and applied research and the scientific method, including an introduction to statistics and computer applications. It prepares the student to analyze critically the scientific literature of sport, recreation, tourism, hospitality, and leisure. The course will address the major ways of conceptualizing and designing research, and acquiring, interpreting, and disseminating data. It will focus on applied research, with the expectation that the students will learn the practical application of research uses in the professional setting.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5211. Sport Finance and Economics. 3 Credit Hours.
This course will analyze the relationship between finance and the sport and recreation industry. The purpose is to apply a series of basic financial and economic principles to the decision making process of sport firms and organizations. Issues include optimal pricing strategies, demand analysis, optimal financing, hiring decisions, and investment decisions; all of which can be undertaken with the tools addressed in this course. This course examines a variety of financial management issues relevant to major professional sport franchises, the corporations that use sport as a vehicle for promotion, and other organizations comprising the industry. Additionally, emphasis is placed on the financial and economic aspects of the public finance of sport facility construction and other forms of government subsidizes of the sport industry.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Sport Business.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5212. Legal Issues in Sport and Recreation. 3 Credit Hours.
The course addresses the legal aspects of sport, recreation, and leisure services, with a focus on tort liability, human rights liability, criminal liability, and contractual liability. Legal concepts of negligence, situations which give rise to law suits, and principles of risk management will be covered. Legal issues related to use of equipment, facility management, and accommodation for special populations will also be addressed.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5214. Philosophy and Ethics. 3 Credit Hours.
The course will apply the traditional philosophical schools of thought (Idealism, Realism, Pragmatism, and Naturalism) to the philosophy of sport and recreation. In addition, Existentialism and Humanism will be analyzed to determine the implications for organizing sport and recreation programs. The course also covers issues and problem areas associated with ethics, ethical behavior, and ethical codes of sport and recreation professional associations.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

STHM 5215. Sport Marketing. 3 Credit Hours.
This course provides an overview of the core sport marketing and promotions principles. In addition to covering the essentials of the marketing mix, this course will also include lessons on the development of marketing strategies in the modern sport marketplace.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Sport Business.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.
STHM 5216. Strategic Management in Sport and Recreation. 3 Credit Hours.
This course focuses on the basic functions of management and the strategic challenges confronting firms that compete in the global economy within the sport and recreation industry. It provides students a forum in which to apply and integrate management and strategic theories, practices and skills in a global environment, and across all types of organizations, including public, private, and voluntary. The course also gives opportunities for entrepreneurs in the industry through business plan development.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5217. Sport Facility Management. 3 Credit Hours.
The principles of planning areas and facilities for sport, recreation, and parks are explored. In addition to the design and construction of specific sport and recreation facilities, approaches to standards and regional planning will be discussed. Problems and issues related to funding, maintenance, and use of sport and recreation facilities will be analyzed. The course will also include trends in facility design, construction, and maintenance.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Sport Business.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5220. Special Topics in Sport and Recreation. 3 Credit Hours.
This course is designed to provide knowledge of the psychological foundations of consumer behavior, the mechanisms of influence that are most likely to lead consumers to change their attitudes, their beliefs, and, most importantly their actions, and how to engage these mechanisms in building persuasive communications. The focus of this class will be on the scientific research (of behavioral scientists from multiple disciplines) that illuminates the psychological processes underlying consumer behavior, with specific focus on spectator and participant based sport and recreation activities.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may be repeated for additional credit.

STHM 5221. Sport Governance and Policy. 3 Credit Hours.
The course addresses the various approaches to organizing and governing sport and athletic programs from school sports to professional sports, from individual conferences to international organizations. Principles, issues, and problem areas associated with the governance of individual athletic departments will be addressed as well as the principles, issues, and problem areas associated with athletic conferences, and national and international governing bodies. Specific problems in relation to the size, structure, and staff of athletic departments and sport governing bodies will be analyzed.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5222. Facility Management. 3 Credit Hours.
The principles of planning areas and facilities for sports, recreation, and parks are explored. In addition to the design and construction of specific sport and recreation facilities, approaches to standards and regional planning will be discussed. Problems and issues related to funding, maintenance, and use of sport and recreation facilities will be analyzed. The course will also include trends in facility design, construction, and maintenance.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5224. Grad Seminar: Sport/Rec. 3 Credit Hours.
Problems involving organizational patterns and administrative functions essential to effective program organization will be analyzed. There will be special emphasis on staffing, scheduling, records, equipment, fund raising, equipment liability, and plant facilities. Sessions with leaders and practitioners in sport and administration will be included.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.
STHM 5225. Sport Sponsorship and Sales. 3 Credit Hours.
The course analyzes and produces skills essential to revenue production through sport sponsorship and a variety of approaches and the identification of the various areas and components of sales in the sport industry. Sales theory, principles, current issues, and understanding the unique selling trends of organizations will be addressed as they apply to all levels of programs and in all types of contexts. Experiential learning will be a priority and will be infused into the content delivery through the learning experience.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5226. Consumer Behavior in Sport and Recreation. 3 Credit Hours.
This course is designed to provide knowledge of the psychological foundations of consumer behavior, the mechanisms of influence that are most likely to lead consumers to change their attitudes, their beliefs, and, most importantly their actions, and how to engage these mechanisms in building persuasive communications. The focus of this class will be on the scientific research (of behavioral scientists from multiple disciplines) that illuminates the psychological processes underlying consumer behavior, with specific focus on spectator and participant based sport and recreation activities.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5227. Sport Media and Communication. 3 Credit Hours.
This course examines the various aspects of the relationship between sport and both media and communication. An overview of theories in media and communication is systemically provided and discussed. It focuses on the nature of traditional and digital media and its implication for sport policy and management. Specifically, the relationship between the sender, the message, the medium, and the audience are critically examined. Communication management and strategy are also discussed as the production, organization, and consumption of sport involve a wide range of communicative processes. Attention is also paid to the legal and ethical aspects of sport communication.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Sport Business.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5231. Compliance and Student-Athlete Affairs. 3 Credit Hours.
This course addresses the current state of rules compliance and student services in intercollegiate athletics. Regulations and enforcement structure will be examined at the national, conference, and institutional levels. The course will also detail the support mechanisms and corresponding legislation aimed at the academic and personal development of student-athletes. The implications and consequences of such legislation will be explored.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Sport Business.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5232. Fundraising and Development. 3 Credit Hours.
This course provides an overview of the role of fundraising and development in a sport setting. Students will gain an understanding of the strategies and processes used to generate revenue through philanthropic giving for programs. Environmental analyses and strategic planning will be central to training students to develop appropriate, successful fundraising and development programs. The role of governing bodies, ethical and legal implications will also be addressed.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.
STHM 5233. Governance and Policy in Intercollegiate Athletics. 3 Credit Hours.
The purpose of this course is to provide an in depth overview of intercollegiate athletic governing bodies. The students will gain an understanding of the structure, policies, finances, and current issues related to intercollegiate athletics. Additionally, students will identify appropriate strategies for effectively dealing with current issues/problems in intercollegiate athletics.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Sport Business.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5241. Evaluation of Programs and Events. 1.5 Credit Hour.
The goal of this course is to provide students with the background necessary to understand the evaluation process in the field of events and recreation management. The focus of the class is on evaluation, assessment, and different types of program evaluation, including needs assessment, formative research, process evaluation, monitoring of outputs and outcomes, impact assessment, and cost analysis. Both quantitative and qualitative research methods are addressed. Students will execute an applied evaluation project. This project involves practice in interviewing, focus groups, survey questionnaire development, data collection, and data analysis. The course will provide students with a conceptual map of how evaluation research is conducted, the resources available to them, the vocabulary of research, and guidance in writing an evaluation report.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Sport Business.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5242. Business of Non-Profit Organizations. 1.5 Credit Hour.
This course examines the theoretical, philosophical, practical, and ethical perspectives related to the effective management and leadership of not-for-profit organizations in the twenty-first century. Students will examine strategies related to governance and policy development in the not-for-profit organization. The fundamental differences of working for a non-profit or government entity will be discussed and compared/contrasted with for-profit organizations. In addition, students will examine the unique managerial challenges posed to not-for-profit organizations and the typical techniques and practices used by leaders in the public and non-profit sectors. The course will also familiarize students with the legal implications, unique financial management, and revenue generating models of not-for-profit organizations.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Sport Business.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5243. Event Management. 3 Credit Hours.
An experience-based course, this course will present principles of event management, along with a broad overview of opportunities in the industry. There will be a special focus on current trends and technology, risk management, staffing, and budgeting. A wide diversity of experiences will be available.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Sport Business.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.
STHM 5251. Sport Analytics. 3 Credit Hours.
The class will discuss the theory, development, and application of analytics in sport. Students will learn about the application of analytics in sport for purposes of evaluating player performance, team management, market segmentation, pricing, and other areas in sport industry operations. Analytics includes the inclusive use of data, statistical and quantitative analysis, explanatory and predictive models, and fact-based decision making. Analytic methods are employed to gain insights on team and player production, human resource practices, and game management. Additionally, quantitative methods are used to analyze pricing, advertising, promotions, and other sport business decisions. Many new techniques and methods to communicate analytical results are emerging and will be a factor in this new area of sport analytics.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Sport Business.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

Pre-requisites:
STAT 5001|Minimum Grade of B-|May not be taken concurrently.

STHM 5252. Sport for Development. 3 Credit Hours.
In grassroots development and peace promotions, sport is used in an extremely wide range of situations – whether as an integrated tool in short-term emergency human aid activities, or in long-term development cooperation projects on local, regional, or global scales. This course explores the role sport plays as a promoter of social integration and economic development in different geographical, cultural, and political contexts.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may not be repeated for additional credits.

STHM 5255. The Sport Workplace. 3 Credit Hours.
This course focuses on the basic functions of management and the strategic challenges confronting firms that compete in the global economy within the sport and recreation industry. It provides students a forum in which to apply and integrate management and strategic theories, practices and skills in a global environment, and across all types of organizations including public, private, and voluntary. The course focuses on specific elements of the workplace that are distinctive within the sport industry, such as the role of affect and organizational climate. Career opportunities and industry labor statistics are introduced in depth to allow a full view of the broad sport industry.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may not be repeated for additional credits.

STHM 5285. Graduate Internship in Sport and Recreation. 3 Credit Hours.
The Graduate Internship experience represents the culminating experience for all MS students during their semester of graduation. A minimum of 3 credit hours is required for all students, regardless of concentration. The Graduate Internship utilizes a field placement with emphasis on acquisition and application of practical skills. One hundred and eighty contact hours will take place in cooperation between the student and an agency, under supervision of both the University internship coordinator and the agency-designated supervisor.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may be repeated for additional credit.

STHM 5311. Service Management for the Tourism and Hospitality Industry. 3 Credit Hours.
This course provides an introduction to the underlying principles of service management in the tourism and hospitality industry. It is focused on the strategies, systems, processes and design aspects of creating and evaluating service delivery, service excellence and service orientation. Topics include understanding the “service-dominant logic” approach to marketing and managing service, setting service strategy, understanding customer needs, building a service-minded workforce, measuring and evaluating service quality, and drivers of service industry customer loyalty.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.
STHM 5312. Legal Issues for Hospitality and Event Enterprises. 1.5 Credit Hour.
Hospitality law, especially when dealing with customers and business contracts, will form the basis of this course. Consideration is given to the legal implications of civil laws as well as areas of tort and contract, along with the law and legal relationships that exist in the business context. Issues will be discussed from the points of view of hoteliers, restaurateurs, and event planners. Attention will be given to labor relations laws, the Americans with Disabilities Act, risk management, zoning, and unions, with a particular focus on the legal implications for hospitality and event startups.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.
Repeatability: This course may not be repeated for additional credits.

STHM 5313. Financial Mgt Tour/Hosp. 3 Credit Hours.
The course will analyze managerial accounting and financial management as they are practiced in the tourism and hospitality industry, along with management strategies for financing ventures and expansion. Topics will include hospitality accounting systems and internal control, financial statement analysis and interpretation, operational analysis, cost behavior, budgeting and forecasting, pricing and feasibility analysis. Computer applications will be highlighted.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may not be repeated for additional credits.

STHM 5314. e-Business for Tourism and Hospitality. 3 Credit Hours.
This course will examine how and why electronic business and the Internet have impacted the tourism, hospitality, and entertainment industries. It will discuss the various business models that are used, and highlight the successes and failures of those models. Topics will include marketing, finance, strategy, and globalization with special emphasis on information technology and the dissemination of information.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.
Repeatability: This course may not be repeated for additional credits.

STHM 5315. Marketing in Tourism and Hospitality. 3 Credit Hours.
This course overviews the discipline of marketing as it relates to the tourism and hospitality industry. Important topics include marketing concepts, service characteristics, marketing environment and intelligence, marketing research, marketing mix, segmentation, targeting, positioning, distribution and destination marketing. Special emphasis will be placed on the analysis of the marketing environment and the diversity of marketing practices used by tourism/hospitality marketers in today's global market place. The course is designed as the foundation course for the Tourism and Hospitality Marketing concentration in the MTHM program.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.
Repeatability: This course may not be repeated for additional credits.

STHM 5316. Strategic Management in the Tourism and Hospitality Industry. 3 Credit Hours.
This course covers the concepts of strategic management in the tourism and hospitality business environment and the role of strategic leadership practices. Strategic management principles will be examined to create competitive advantages for tourism and hospitality industry leaders and organizations. Specifically, the course examines the total enterprise, the industry, and the competitive environment in which it operates. The goal is to develop a mastery of the analytical tools to perform analyses of the environment, industry, competitors, and organizational resources. Management implications that are related to strategy development, implementation, and control are examined with a focus on the effective allocation of organizational resources.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Tourism and Hospitality Mgmt.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.
Repeatability: This course may not be repeated for additional credits.
STHM 5317. Tourism and Hospitality Management Consulting Project. 3 Credit Hours.
The THM Consulting Project is designed as a capstone experience to enable MTHM students in their final semester, to work in consulting teams, analyzing real tourism and hospitality business problems, recommending appropriate actions for client organizations in the greater Philadelphia region. In teams of three to five, students will emphasize their critical and creative thinking that they have developed as a result of participating in the MTHM program to enable effective problem identification with a solution orientation. Teams will develop a written report that provides an analysis of the current situation, recommended solutions, as well as a detailed implementation plan. A formal presentation of the report to the client organization is also required. A strong emphasis will be placed upon developing consulting skills which will augment the discipline specific content reflected in other courses.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Tourism and Hospitality Mgmt.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5318. Sustainable Tourism Management. 3 Credit Hours.
This course provides an overview of the foundations of the destination design process. Emphasis will be on the basic theory of travel behavior as well as the systems that support the development of destinations. Consideration will be given to the ecological impacts of tourism, examining the processes that enable sustainable destination planning. Special readings from the current literature, case studies, guest speakers, and video cases will form an integral part of this course.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5320. Special Topics in Tourism and Hospitality Management. 1.5 Credit Hour.
This seminar is designed to provide an in-depth exploration of special topics, current issues, and trends in the tourism and hospitality industry. Relevant industry problems and issues facing management and personnel in the related industries will be discussed.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may be repeated for additional credit.

STHM 5321. Tourism Analytics. 3 Credit Hours.
This course aims to provide tourism industry professionals with the necessary tools to guide/aid decision making. The course is designed to familiarize students with quantitative data management and analytic skills such as econometric modeling, forecasting, interpretation of results, and development of conclusions, using tourism and hospitality information databases, as well as analytical software. Specific emphasis is given to econometric modeling of tourism assets that have cross and/or spatial dependence, in conjunction with applicable urban economics and finance theories. The course has two main goals: development of skill in the use of advanced data analysis techniques and the development of expertise in the interpretation and communication of their results.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may not be repeated for additional credits.

STHM 5322. Strategic Brand Management. 1.5 Credit Hour.
Successful brand management is a requirement for tourism and hospitality organizations operating in highly competitive markets. In providing students the insight to leverage a competitive advantage through brand management, this course will introduce the nature of brands, the importance of the brand establishing a promise, and the tools required to develop a coherent brand strategy. Consideration will be given to the elements of a successful service brand with a focus on establishing a compelling differentiated tourism and hospitality proposition. A strategic brand management framework will set the foundation for the course, enabling students the opportunity to consider, in detail, the elements required to manage a tourism or hospitality brand effectively.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Tourism and Hospitality Mgmt.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.
STHM 5323. Sustainable Tourism Development. 3 Credit Hours.
This course will examine the three major areas that make up sustainability: economic, socio-cultural, and environmental sustainability. Students will learn how the international tourism industry affects each of these areas and the interconnectedness of these impacts. Students will investigate the main principles for sustainable tourism development at the local, regional, national, and international levels.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

STHM 5324. International Tourism. 3 Credit Hours.
The importance and the development of an international tourism market will be discussed, along with the planning and development of an international tourism destination. Cultural tourism and ecotourism will be included.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

STHM 5325. Gaming and Casino Management. 1.5 Credit Hour.
The objectives of this course are to develop an understanding of the gaming industry. An examination of the evolution of the industry will set the foundation for examining management considerations for casino operations within a casino hotel. Current issues in the casino and gaming industry will be discussed with a detailed examination of trends, policies, and subsequent operational impacts.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Tourism and Hospitality Mgmt.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5326. Consumer Behavior in Tourism and Hospitality. 3 Credit Hours.
This course provides an overview of current knowledge about consumer behavior in the tourism/travel and hospitality businesses. Basic behavioral science and specific research (both qualitative and quantitative) tools used in marketing practice are covered. Issues of consumer decision-making, behavioral determinants, cultural influences, motivation, information search, and marketing implications are addressed. The course format includes lecture/discussion, student presentations, and a required term paper. The course is designed for graduate students who want to pursue managerial positions in consumer behavior/marketing research in the tourism or hospitality industry. [Basic college-level statistical knowledge is required.]

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5327. Customer Relationship Management in Tourism and Hospitality. 1.5 Credit Hour.
This course focuses on the broad spectrum of Customer Relationship Management (CRM) and concentrates on concepts and practices related to building and maintaining customer loyalty and firm profitability in the tourism/hospitality businesses. It emphasizes customer profitability analysis and the profitable management of customer relationships. It covers innovative approaches to calculating the value of customers, managing customer portfolios, and making strategic decisions necessary to increase customer equity using value propositions. Some data mining/management examples will be used to illustrate the relevant CRM techniques.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5328. Tourism Economics and Policy. 3 Credit Hours.
This course focuses on the role that economics and policy play within the tourism industry. Specific economic and policy theories that are essential for the tourism industry will be investigated. Topics include theory of tourism demand and supply, using cost-benefit analysis, tax policy impacts, tourism valuation, economic analysis in management, and marketing and policy decision.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.
STHM 5329. New Media and Distribution. 1.5 Credit Hour.
This course will examine the fluid and rapidly changing nature of the distribution networks of the tourism and hospitality industry and the resultant effects on branding, loyalty, and value. Specifically, this highly interactive class will explore the complex relationships that currently exist in the tourism and hospitality industry, both in terms of financial and operating structure, and those with vendors who sell their products. A particular focus will be on current and emerging intermediaries, who will increasingly yield substantial influence as the gatekeepers directing consumer traffic, and ways to measure their relative effectiveness.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Tourism and Hospitality Mgmt.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5331. Hospitality Operations Management. 3 Credit Hours.
This course concerns itself with how work is done in tourism and hospitality operations. Tourism and hospitality operations tend to be complex due to their unique characteristics and highly uncertain environments. Students will develop an understanding of operations management theories and expand their ability to apply suitable theories under different situations. Application of techniques to create, operate, staff and evaluate service systems is emphasized. Consideration is given to queuing, forecasting demand, route and scheduling as well quality management and liability minimization. The course is designed as the foundation course for the Operations Management concentration in the MTHM program.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5332. Management Information Systems in Tourism and Hospitality. 3 Credit Hours.
This class will examine the implication of information technology on the tourism and hospitality business and how to manage information technology resources within a company to maximize operation efficiency and productivity. Students will learn to be information technology professionals in the industry who can manage, develop, and lead organizational information systems based on the integration of core business concepts and ever-changing knowledge about information and technology.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5333. Seminar for Information Technology in Tourism and Hospitality. 3 Credit Hours.
The final course in the information technology track is a case studies course. We will be examining technology and dot-com case studies in the tourism, hospitality, and entertainment industries. The case study methodology will be covered so that students can conduct and write case studies. For a final project, each student will be writing a case study. It is intended that those case studies may be expanded into a Master's Thesis or Project that is required of students for degree completion.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5334. Meeting, Conference, and Event Management. 1.5 Credit Hour.
The meetings industry has long been recognized as a major market sector in the tourism and hospitality industry, and is one of the fastest growing in the industry. This course will provide students insight into its complex and diverse nature as represented in the diversity of operational aspects it covers: accommodation management, food and beverage management; tourism destination marketing, technical services, front office, facility marketing and sales, risk management, and project management.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Tourism and Hospitality Mgmt.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.
STHM 5335. Effective Sales Management. 1.5 Credit Hour.
Personal selling is a significant contributor to tourism and hospitality revenues. In providing students with an overview of the sales management process and its significance to the industry, this course will emphasize experiential based learning. Students will have an opportunity to develop and practice their personal selling skills by participating in field based sales initiatives with industry partners.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Tourism and Hospitality Mgmt.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5336. Revenue Management and Hotel Analytics. 1.5 Credit Hour.
Perishable inventory with variable demand necessitates effective revenue management to realize the tourism and hospitality mechanism of revenue optimization. Participation in this course will afford students the opportunity to identify and exploit the core elements of revenue management, namely forecasting, controls (pricing and allocation/optimization decisions) and monitoring. This course aims for students to establish a reasonable level of relevant analytical/technical proficiency in each one of these core revenue management elements. Within the broader area of pricing theory, additional emphasis is placed on overbooking, consumer behavior, distribution channel management, and market segmentation. Utilizing STR hospitality metrics, students will develop hotel analytical skills and the opportunity to receive the STR certification in Hotel Industry Analytics.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Tourism and Hospitality Mgmt.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5341. Destination Events - A Global Perspective. 3 Credit Hours.
This course provides an in-depth and comprehensive analysis for the worldwide festivals and event industry, the impact of current international issues, an understanding of how events and festivals are staged globally, as well as the legal and risk related concerns that come with events and festivals. Characteristics specific to the global aspect of the industry will be examined as well as the essentials of developing an effective inbound tourist experience.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

STHM 5342. Destination Management and Marketing. 3 Credit Hours.
This course is designed to provide a comprehensive understanding of the role, the scope and the business of destination marketing organizations (DMOs) as well as convention and visitor bureaus (CVBs). The trends, issues and challenges facing DMOs and CVBs will be discussed. In addition, an analysis of the planning process in developing tourism destinations in global, community, metropolitan, urban and rural settings will be investigated. Emphasis will be on stakeholder engagement, product development as well as enhancement of facilities to meet the needs of tourists.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

STHM 5343. Cultural Intelligence. 3 Credit Hours.
This course will focus on the concept of cultural intelligence (CQ), and provide students with both a theoretical background, as well as practical approaches to using this concept within the travel and tourism industry. Students will become knowledgeable in Hofstede's cultural dimensions, the four areas of CQ, as well as strategies for increasing CQ.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

STHM 5344. Crisis, Risk and Disaster Management. 3 Credit Hours.
This course will focus on crisis reduction, readiness, response and recovery efforts from both natural and human-induced disasters that affect tourism destinations and businesses. Furthermore, this course will address tourism's potential opportunities for improving systems and procedures.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.
STHM 5345. Understanding Tourism in the 21st Century. 3 Credit Hours.
This course will explore the conceptual foundations of tourism so that all students in the master's program will have exposure to a common core of tourism content. Specifically, this class will introduce students to topics such as leisure theory, travelers' motivations and decision making, the production of tourism and tourism places, globalization of tourism, social theories of tourist practice and experience, tourism policy, planning and governance, and critical perspectives on tourism.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may not be repeated for additional credits.

STHM 5411. Management of Organizations. 3 Credit Hours.
The course addresses the basic functions of management as they pertain to the administration of organizations that function in primarily service industries like those represented by STHM. Management theory, principles, current issues, and problem areas will be addressed as they apply to all levels of programs and in all types of organizations, including public, private, and voluntary.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.
Repeatability: This course may not be repeated for additional credits.

STHM 5413. Financial Management. 3 Credit Hours.
The course will analyze managerial accounting and financial management, along with management strategies for financing ventures and expansion. Topics will include accounting systems and internal control, financial statement analysis and interpretation, operational analysis, cost behavior, budgeting and forecasting, pricing and feasibility analysis. Computer applications will be highlighted.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.
Repeatability: This course may not be repeated for additional credits.

STHM 5415. Service Marketing. 3 Credit Hours.
The marketing mix (promotions, public relations, sales, advertising, operations, pricing) as applied to various settings will be analyzed, as well as marketing segmentation and targeting. The application of the principles specific to service marketing will be a primary focus of the course, which will employ case study methods in addition to traditional content delivery. Current issues and problem areas associated with marketing and public relations will be analyzed.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.
Repeatability: This course may not be repeated for additional credits.

STHM 5422. Entrepreneurship and Real Estate. 3 Credit Hours.
The class will focus on real estate issues in hospitality operations, and on the requirements and skills needed to become an entrepreneur in hospitality. As such, the real estate portion will cover general principles of real estate ownership and management, but with a concentration on the unique aspects of hospitality real estate development and financing. Project feasibility analysis and sound underwriting criteria will be a major focus of this section of the course. The entrepreneurship portion of the course will focus on requirements of owning and operating one's own business, including acquisition of capital, capital sources, and preparation of a complete business plan for a new venture.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.
Repeatability: This course may not be repeated for additional credits.

STHM 5483. Readings and Conferences. 1 to 3 Credit Hour.
This course provides an opportunity for students to engage in extensive readings in the literature, under the direction of a faculty advisor, into topics not covered in other courses in the curriculum. Students must present a written proposal to a faculty advisor explaining why they wish to engage in additional readings in the literature as a part of their graduate degree program. The student will meet periodically on an arranged basis with the faculty advisor to discuss the readings.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.
Repeatability: This course may be repeated for additional credit.
STHM 5485. Graduate Internship. 3 Credit Hours.
The Graduate Internship utilizes a field placement with emphasis on acquisition and application of practical skills. One hundred and eighty contact hours will take place in an agency, under supervision of both the University internship coordinator and the agency-designated supervisor.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may be repeated for additional credit.

STHM 5601. Service Industry Analytics. 3 Credit Hours.
This course will examine how organizations in the service industry can use analytics to make better decisions to solve practical industry problems. Analytics involves the use of data and data analysis to make fact-based decisions. This class will address the use of data as a tool for strategic success. It will focus on the collection, preparation, analysis, visualization, management, interpretation, and communication of data.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5602. Service Experience Design. 3 Credit Hours.
This course presents an overview of the process of planning and organizing human, environment, technology and culture components of a service experience in order to improve its quality and the interaction between service provider and customers. Students will learn how to measure and evaluate service experiences using both qualitative and quantitative methods. Furthermore, students will learn how to design service experiences according to consumers' needs as well as the service providers' competencies.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5603. Food and Beverage Management. 1.5 Credit Hour.
This course focuses on contemporary challenges that managers and entrepreneurs in food and beverage businesses face. Key operational and financial success factors that underscore effective foodservice management are emphasized. Topics include restaurant metrics and cost control, menu design, service systems and special event planning. Food trends in restaurants, in addition to the structure of the beverage industry, will be explored including alcohol and food safety regulations. Given an increased consumer emphasis on health, both personally and environmentally as reflected in concern about food sources, nutrition and sustainability issues are also discussed.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Tourism and Hospitality Mgmt.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5604. Event Logistics and Risk Management. 1.5 Credit Hour.
This course examines event logistics, crisis and risk management strategies as they apply to the hospitality, festival and event industries. It is designed to look at both theoretical and practical elements of event operations and production to include a comprehensive review of logistics, contracts, technical production elements, staging and risk management.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Tourism and Hospitality Mgmt.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5605. Entrepreneurial Thinking for Hospitality and Event Industries. 1.5 Credit Hour.
Students will be introduced to the fundamentals of entrepreneurship and how to initiate a new hospitality or event venture. Consideration of the stages of conceptualization, development and operation of a new entity will be emphasized, affording students the opportunity to appreciate the requirements to source funds, make location/distribution decisions and ultimately, successful and sustainable management of the operation. The focus of the course will be idea generation and business plan development.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Tourism and Hospitality Mgmt.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.
STHM 5801. Hospitality Asset Lifecycle Optimization. 3 Credit Hours.
This course is designed to give senior hospitality executives an introduction into managing hospitality assets effectively. With its foundation in macroeconomics, this course will provide insight into the requirements for developing optimal asset life cycles, with consideration being given to ongoing performance systems as well as other long-term consequences, such as the environment and the community in which the asset operates (i.e., corporate social responsibility). Specifically, students will be introduced to commercial real estate and hotel investment as well as gain an appreciation of the asset cycle and the asset management process. Brand selection and managing the relationship with the management company are focuses for hospitality asset managers and, therefore, this course. Finally, students will examine current trends in the hospitality investment and finance markets.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5802. Successful Compliance Strategies for Hospitality Asset Management. 3 Credit Hours.
This course will provide a comprehensive overview of laws and regulations that focus on the transactional and operational aspects of maintaining hospitality and/or tourist related business. A student in this executive level course will gain knowledge on asset acquisition, asset management and development, and finally, asset divestiture. The course will span the laws that focus on creating and/or joining an existing business, proper legally sound management of that business and factors/methods of divesting the business. Attention will be given to real estate law, merger and acquisitions, divestiture, labor relations laws, equal employment opportunity laws, including Title VII of the Civil Rights Act and the Americans with Disabilities Act, and risk management.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5803. Business Analytics for Executive Decisions in Hospitality. 3 Credit Hours.
This course aims to provide senior hospitality professionals with the necessary tools to guide executive decisions from analysis of hospitality asset prices and returns. The course is designed to familiarize students with quantitative data management and analytic skills, such as handling of hospitality asset data, econometric modeling, forecasting, interpretation of results, and development of conclusions. Specific emphasis is given to econometric modeling of hospitality asset returns that have cross and/or spatial dependence, in conjunction with applicable urban economics and finance theories. After successful completion of the course, the students are expected to develop significant competencies in the following areas: collection and management of hospitality asset data files; evaluation of historical risk and returns from hospitality assets; construction and optimization of hospitality asset portfolios; spatial econometric modeling; quantitative revenue management/pricing; and, forecasting and statistical inference.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 5804. Winning Strategies for Hospitality Asset Portfolio Management. 3 Credit Hours.
This course seeks to develop the critical analytical skills of the senior hospitality executive so that they are able to make effective strategic decisions with respect to the hospitality asset portfolio. Participation in this course will enable students to develop their ability to articulate a strategic vision for managing the asset portfolio, including the effective development and execution of capital plans as well as the evaluation of such capital expenditures. Knowledge is acquired regarding asset portfolio development, specifically mergers and acquisitions, hold versus sell and refinancing decisions.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 9001. Research Seminar. 3 Credit Hours.
Methodologies and techniques for the scientific investigation of tourism will be discussed. Trends in the history of tourism research will be identified through a critical analysis of the literature. Quantitative methods for tourism analysis will be discussed. The dissertation process will be highlighted, with preliminary development of a dissertation proposal being required.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.
STHM 9002. Seminar in Theory Development: Tourism and Sport Concepts. 3 Credit Hours.
The impacts of tourism on both the host and guest will be discussed. Major theoretical approaches for understanding (a) tourism behavior and (b) tourism impacts will be addressed. Tourism theoretical foundation and the empirical record of tourism impacts will be related to tourism planning, development, and policy formulation.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 9003. Sem:Tour/Hosp Mgt/Ebus. 3 Credit Hours.
Electronic business and the Internet have impacted the tourism industry, especially the role of managers and management decisions, tremendously. This course will discuss the various business models that are used, highlight the successes and failures of these models, and strategize for disseminating the information to future managers.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

STHM 9004. Seminar in Culture and Communication. 3 Credit Hours.
This course focuses on the study of culture and communication in the context of tourism and sport. It draws on a growing body of cross-cultural research to examine ways in which cultural factors influence human behavior and communication, and interact in the development of such concepts as perception, identity, emotion, authenticity, interpretation, meaning, etc. In what ways are we alike? In what ways are we different? Why? The course explores world views, cultural values, relationships, communication theories and practices, and other topics in order to provide a context for understanding the differences in human behavior and communication and what those differences tell us about ourselves and others and, in particular, our experiences. The understanding of culturally different human behavior and communication presents a global challenge to the tourism and sport industry in the 21st century.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.

STHM 9090. Special Topics in Tourism and Sport. 1 to 3 Credit Hour.
This seminar is designed to provide an in-depth exploration of special topics, current issues, and trends in tourism and sport as they relate to topics such as interpretation of international multiculturalism; concepts of strategic management; the use of information technology and its impact on destinations; competitive strategy and marketing; environmental trends, planning, and development; policy formulation; and the social and economic impact of tourism and sport. Relevant industry problems and issues facing management and personnel in the related industries are discussed.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may be repeated for additional credit.

STHM 9482. Independent Study. 3 Credit Hours.
This course provides an opportunity for students to engage in systematic investigations, under the direction of a faculty advisor, into topics not covered in other courses in the curriculum. Students must present a written proposal to a faculty advisor explaining why they wish to undertake an independent study course as a part of their graduate degree program.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may be repeated for additional credit.

STHM 9795. Master’s Continuation. 1 Credit Hour.
For master’s candidates in the final stages of their program after coursework completion. Taken by arrangement with School adviser/coordinator. Satisfies continuous registration requirement in the final semester.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may not be repeated for additional credits.
STHM 9982. Independent Research. 2 to 12 Credit Hours.
This course provides an opportunity for students to engage in independent formal research, under the direction of a faculty advisor, into research questions which are not covered in other courses in the curriculum. Students must present a written proposal to a faculty advisor explaining why they wish to conduct independent formal research as a part of their degree program.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may be repeated for additional credit.

STHM 9994. Preliminary Examination Preparation. 1 Credit Hour.
This course is designed for those doctoral students who have completed all of the prescribed courses, but have not completed their doctoral comprehensive exams. Students will work with a doctoral advisor to develop a plan of study to prepare for the doctoral comprehensive exams.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may be repeated for additional credit.

STHM 9995. Master's Project. 3 Credit Hours.
Sessions will be scheduled by arrangement with the Master's Project adviser. The Master's Project is limited to those who plan to earn the master's degree by completing a project.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may be repeated for additional credit.

STHM 9996. Master's Thesis. 3 or 6 Credit Hours.
Sessions will be scheduled by arrangement with the Master's Thesis adviser. The Master's Thesis is limited to those who plan to complete the master's degree by writing a thesis.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may be repeated for additional credit.

STHM 9998. Pre-Dissertation Research. 1 to 3 Credit Hour.
This course is designed for those doctoral students who have completed their doctoral Preliminary exams but who have not completed their dissertation proposal. Students will work with their assigned dissertation advisor to develop a plan of study leading to the approval of their dissertation proposal.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.

Repeatability: This course may be repeated for additional credit.

STHM 9999. Doctoral Dissertation. 1 to 9 Credit Hour.
This course is designed for those doctoral students who have completed their dissertation proposal. Students will work with their assigned dissertation advisor and their dissertation steering committee to conduct the study outlined in the dissertation proposal. Students must remain registered for Doctoral Dissertation until the dissertation is approved by the examination committee at an oral defense, and the final copies of the dissertation are registered in the Graduate School.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Sport Tourism Hospitality Mgt.
Student Attribute Restrictions: Must be enrolled in one of the following Student Attributes: Dissertation Writing Student.

Repeatability: This course may be repeated for additional credit.