

# Hospitality Management (M.S.)

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## About The Program:

The goal of the M.S. program in 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](#) offered by the Fox School of Business and Management.

**Career Options:** Students typically find placements in convention and visitor bureaus, event management companies, convention centers, hotels, and resorts.

## Areas of Specialization:

Three concentrations are offered:

- Event Management
- Hospitality Operations Management
- Tourism and Hospitality Marketing

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## Requirements of Programs:

- **Total Credit Hours:** 30
- **Culminating Events:**  
Successful completion of coursework earns the student the M.S. degree in Hospitality Management. Key to completion of the degree is the student's experience undertaking [THM 5485](#) Graduate Internship (3 s.h.) or [STHM 9995](#) Master's Project (3 s.h.).

## Year 1

### Fall

**Service Management for the Tourism and Hospitality Industry** – 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.

**Strategic Tourism and Hospitality Marketing** – This course provides a strategic overview of marketing in the contemporary tourism and hospitality industry. Important topics include marketing concepts, service characteristics, marketing environment and intelligence, marketing research, marketing mix, segmentation, targeting and positioning. 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 MSHM program.

**Service Industry Analytics** – 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.

### **Concentration Introductory Course (1.5 credits)**

*Choose One (From the following three) :*

**Hospitality Operations Management** – This course concerns itself with how work is done in hospitality operations. 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 as quality management and liability minimization. The course is designed as the foundation course for the Operations Management concentration in the MTHM program.

**The Business of Event Management** – The events and meeting 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 the industry, including goal and mission establishment, strategic planning, event program planning and design, program evaluation and many other industry specific topics.

**Entrepreneurial Thinking for Hospitality and Event Industries** – 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.

### **Fox School of Business and Management Elective (3 credits)**

**Spring**

**Financial Mgt Tour/Hosp** – 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.

**Service Experience Design** – 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.

## **Two THM Concentration Electives (See below, 3 credits)**

### **Fox School of Business and Management Elective (3 credits)**

#### **Summer**

**Graduate Internship (or Master's Project)** – 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. (or) 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.

## **Year 2**

#### **Fall**

**Strategic Management in the Tourism and Hospitality Industry** – 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.

**Tourism and Hospitality Management Consulting Project** – 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.

## **Two THM Concentrations Electives (See below, 3 credits)**

*As shown in the plan of study above, each of the three concentrations requires the completion of four electives in addition to an introductory course. Approved electives are identified for each concentration in the following course grids:*

### **Event Management Concentration**

**Legal Issues for Hospitality and Event Enterprises** – 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.

**The Business of Event Management** – The events and meeting 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 the industry, including goal and mission establishment, strategic planning, event program planning and design, program evaluation and many other industry specific topics.

**Effective Sales Management** – 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.

**Food and Beverage Management** – 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.

**Event Logistics and Risk Management** – 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.

**Entrepreneurial Thinking for Hospitality and Event Industries** – 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.

**Hospitality Cost Control** – Effective management of a hospitality enterprise requires strong cost control acumen to ensure the financial goals of the organization are realized. This course will examine all aspects of cost control within hospitality organizations including food and beverage costs, purchasing, labor cost management, menu pricing, cash flow, theft and loss prevention. Consideration will be given to the importance of effective budgeting and understanding hospitality financial ratios as well as other factors contributing to organizational profitability.

### **Hospitality Operations Management Concentration**

**Legal Issues for Hospitality and Event Enterprises** – 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.

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**Strategic Brand Management** – 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.

**New Media and Distribution** – 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.

**Effective Sales Management** – 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.

**Revenue Management and Hotel Analytics** – 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.

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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.

**Customer Relationship Management in Tourism and Hospitality** – 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.

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## Courses:

Click [HERE](#) for more information on the courses below.

- Service Management for the Tourism and Hospitality Industry
- Legal Issues for Hospitality and Event Enterprises
- Financial Mgt Tour/Hosp
- e-Business for Tourism and Hospitality
- Strategic Tourism and Hospitality Marketing
- Strategic Management in the Tourism and Hospitality Industry
- Tourism and Hospitality Management Consulting Project
- Sustainable Tourism Management
- Special Topics in Tourism and Hospitality Management
- Tourism Analytics
- Strategic Brand Management
- Sustainable Tourism Development
- International Tourism
- Gaming and Casino Management
- Consumer Behavior in Tourism and Hospitality
- Customer Relationship Management in Tourism and Hospitality
- Tourism Economics and Policy
- New Media and Distribution
- Hospitality Operations Management
- Management Information Systems in Tourism and Hospitality
- Seminar for Information Technology in Tourism and Hospitality
- The Business of Event Management
- Effective Sales Management
- Revenue Management and Hotel Analytics
- Destination Events - A Global Perspective
- Destination Management and Marketing
- Cultural Intelligence
- Crisis, Risk and Disaster Management
- Understanding Tourism in the 21st Century
- Entrepreneurship and Real Estate
- Graduate Internship
- Service Industry Analytics
- Service Experience Design
- Food and Beverage Management
- Event Logistics and Risk Management
- Entrepreneurial Thinking for Hospitality and Event Industries
- Hospitality Cost Control
- Hospitality Asset Lifecycle Optimization
- Successful Compliance Strategies for Hospitality Asset Management
- Business Analytics for Executive Decisions in Hospitality
- Winning Strategies for Hospitality Asset Portfolio Management