



Widener University

School of Hospitality Management
2014 Graduate Catalog



Widener University Information

UNIVERSITY POLICY

It is the policy of Widener University not to discriminate on the basis of sex, gender, pregnancy status, age, race, national origin or ethnicity, religion, disability, status as a veteran of the Vietnam era or other covered veteran, sexual orientation, gender identity, marital status, or genetic information in its educational programs, admissions policies, employment practices, financial aid, or other school-administered programs or activities. This policy is enforced under various federal and state laws, including Title VII of the Civil Rights Act of 1964 as amended by the Civil Rights Act of 1991, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination in Employment Act, and the Americans with Disabilities Act. Further, in compliance with state and federal laws, Widener University will provide the following information upon request: (a) copies of documents pertinent to the university's accreditations, approvals, or licensing by external agencies or governmental bodies; (b) reports on crime statistics and information on safety policies and procedures; and (c) information regarding gender equity relative to intercollegiate athletic programs—Contact: Senior Vice President for University Advancement, Widener University, One University Place, Chester, PA 19013; tel. 610-499-4123. Comments or requests for information regarding services and resources for disabled students should be directed to: Director of Disability Services, Widener University, One University Place, Chester, PA 19013; tel. 610-499-1266; or Dean of Students, Delaware Campus of Widener University, P.O. Box 7474, Wilmington, DE 19803; tel. 302-477-2173.

Title IX of the Education Amendments of 1972 ("Title IX") prohibits discrimination based on sex and gender in educational programs and activities that receive federal financial assistance. Such programs include recruitment, admissions, financial aid and scholarships, athletics, course offerings and access, hiring and retention, and benefits and leave. Title IX also protects students and employees from unlawful sexual harassment (including sexual violence) in university programs and activities. In compliance with Title IX, the university prohibits discrimination and harassment based on sex in employment as well as in all programs and activities.

The university's Title IX coordinator monitors compliance with Title IX and its accompanying regulations. Individuals with questions or concerns about Title IX and/or those who wish to file a complaint of non-compliance may contact the Title IX coordinator or deputy coordinators: The university's Title IX coordinator is Assistant Director for Employee Relations Grace Karmioli, One University Place, Chester, PA 19013; tel. 610-499-1301; e-mail gckarmioli@widener.edu. The university has also appointed several deputy Title IX coordinators: For students on the Chester, PA, campus and Continuing Studies students: Assistant Dean for Residence Life Catherine Bermudez, One University Place, Chester, PA 19013; tel. 610-499-4392; e-mail cabermudez@widener.edu. For Athletics: Assistant Director of Athletics Larissa Gillespie, One University Place, Chester, PA 19013; tel. 610-499-4434; e-mail lagillespie@widener.edu. For students and employees on the Wilmington, DE, campus: Associate Dean for Student Services Susan Goldberg, Widener University School of Law, 4601 Concord Pike, Wilmington, DE 19803; tel. 302-477-2173; e-mail slgoldberg@widener.edu. For students and employees on the Harrisburg, PA, campus: Assistant Dean Keith Sealing, Widener University School of Law, 3800 Vartan Way, Harrisburg, PA 17106; tel. 717-541-3952; e-mail kesealing@widener.edu.

The U.S. Department of Education's Office for Civil Rights (OCR) is the division of the federal government charged with enforcing compliance with Title IX. Information regarding OCR can be found at www.ed.gov/about/offices/list/ocr/index.html. Questions about Title IX may be directed to OCR as well as to the university's Title IX coordinator or deputy coordinators.

This publication contains information, policies, procedures, regulations, and requirements that were correct at the time of publication. In keeping with the educational mission of the university, the information,

policies, procedures, regulations, and requirements contained herein are continually being reviewed, changed, and updated. Consequently, this document cannot be considered binding and must be used solely as an informational guide. Students are responsible for keeping informed of official policies and meeting all relevant requirements.

The university reserves the right and authority at any time to alter any or all of the statements contained herein, to modify the requirements for admission and graduation, to change or discontinue programs of study, to amend any regulation or policy affecting the student body, to increase tuition and fees, to deny admission, to revoke an offer of admission, and to dismiss from the university any student at any time, if it is deemed by the university to be in the best interest of the university, the university community, or the student to do so. The provisions of this publication are subject to change without notice, and nothing in this publication may be considered as setting forth terms of a contract between a student or a prospective student and Widener University.

ACCREDITATIONS & MEMBERSHIPS

Widener University is a member of the Association for Continuing Higher Education and is accredited by the Middle States Commission on Higher Education.

Widener University's graduate programs are additionally accredited by the following: AACSB International—The Association to Advance Collegiate Schools of Business (School of Business Administration), American Association of Sexuality Educators, Counselors, and Therapists (Center for Human Sexuality Studies), American Bar Association (School of Law), American Psychological Association (Doctor of Psychology; Clinical Psychology Internship), Commission on Accreditation for Healthcare Management Education (MBA in Healthcare Management), Commission on Accreditation in Physical Therapy Education (Doctor of Physical Therapy), Commission on Collegiate Nursing Education (School of Nursing), Commission on Continuing Legal Education of the Supreme Court of Delaware (School of Law), Council on Social Work Education (Center for Social Work Education), National Association for Education of Young Children (Child Development Center), National Council for the Accreditation of Teacher Educators (Division of Education), Pennsylvania State Board of Nursing (School of Nursing), Pennsylvania Continuing Legal Education Board of the Supreme Court (School of Law), Pennsylvania Department of Education (Division of Education), Pennsylvania Department of Welfare (Child Development Center), Pennsylvania Private School Board (Division of Education).

Widener University's graduate programs hold membership in the following: Academic Council of the American Physical Therapy Association (Institute for Physical Therapy Education), American Society for Engineering Education (School of Engineering), Association of Engineering Colleges of Pennsylvania (School of Engineering), Association of University Programs in Health Administration (School of Business Administration), Association of American Law Schools (School of Law), Association of Graduate Liberal Studies Program (Master of Arts in Liberal Studies), Greater Philadelphia Engineering Deans Economic Development Council (School of Engineering), Engineering Deans Institute (School of Engineering), Engineering Research Council of the American Association of Engineering Societies (School of Engineering), Engineering Workforce Commission (School of Engineering), National Association of Schools of Public Affairs and Administration (Master of Public Administration), National Association of State Boards of Accountancy (School of Law), National Council for Schools and Programs of Professional Psychology (Institute for Graduate Clinical Psychology), National League for Nursing and the American Association of Colleges of Nursing (School of Nursing).

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School of Hospitality Management Information

GENERAL INFORMATION

MISSION OF THE GRADUATE PROGRAM

The mission of the graduate program in the School of Hospitality Management at Widener University is to prepare graduates for leadership positions in the hospitality and tourism industry through a focus on applied research and strategic management.

PHILOSOPHY AND PURPOSE

The master of science in hospitality and tourism (MSHT) is designed to meet the needs of industry professionals seeking to advance their careers as well as individuals with baccalaureate degrees in other fields wishing to change careers. The program works within the mission of the School of Hospitality Management by developing leaders for the global hospitality industry.

PROGRAM OBJECTIVES

- To develop students' intellectual capabilities and enhance the marketability of their professional competencies.
- To provide academic experiences through appropriate research and course work.
- To encourage each student to take an active role in developing a plan of study suited to his or her own areas of interest and future career goals.
- To inspire students to pursue experience in instruction, research, and engagement.

STUDENT LEARNING OUTCOMES

- Evaluate issues that relate to achieving business success in the hospitality industry.
- Identify and analyze the workforce and the consumer in the hospitality industry.
- Design and conduct a research project.
- Synthesize the impact of current trends and issues affecting the global hospitality industry.

ADMISSION REQUIREMENTS

- A bachelor's degree with a minimum GPA of 2.75 (on a 4.0 scale) from an accredited institution.
- If from a non-English speaking country, a passing score on either the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS), *or* a certificate of completion from a language institute.
- A minimum of one year of full-time supervisory or managerial experience.
- A current résumé.
- Academic transcripts from all colleges and universities attended.
- Two letters of recommendation, either from college-level faculty members or from an employer.
- A completed no-fee online application form or a standard application packet with a \$25 nonrefundable application fee payable to Widener University.
- An essay explaining why you wish to do graduate work in the hospitality management field. Please use the following outline to compose your essay, which should be between two and four double-spaced pages.

- *Career Objectives:* Describe your career aspirations within the field of hospitality. Explain what you hope to do with your MHT degree and what area of hospitality you would like to pursue.
- *Personal Evaluation:* Describe why you think you will make a good hospitality graduate student as well as an effective manager and leader. Discuss your readiness for rigorous graduate work, your ability to manage the heavy demands of graduate school with your other personal and professional responsibilities, your strengths and weakness, and why you think Widener University's hospitality and tourism program is a good fit for you.

HOSPITALITY AND TOURISM SEMESTER ENTRY POINTS

The following information is intended to guide students who are planning to enter the master's degree in the hospitality and tourism program at Widener University. Two options are available for entry to the program.

ENTRY POINT ONE

Students who do not have an undergraduate background in hospitality management or business management enter the program in the summer semester. Students entering under this option usually include college graduates holding degrees in other fields who are seeking a career change. Students are encouraged to contact the program directors early to assess the need for completion of prerequisite course work. Courses taken in preparation for entry may be completed at Widener University or at another university.

HT 500 is a foundation course that exposes students to the sectors and segments of hospitality. Emphasis is placed on food and beverage management, lodging systems, and facilities management. This three-credit class typically is taught in the summer session. Classes are held once a week. In addition, BUS 550, Organization and Behavior Management, is a one-day class that runs for eight hours. This one-credit class is offered only in the summer and is typically offered on a Sunday in June and a Sunday in August.

Foundation courses in marketing, leadership, and human resources are offered in the fall. These three 1.5-credit courses complete the pre-core foundation requirement that enables the student to proceed to the HT core classes. Please note that fall or spring admission is not possible if the student's academic background necessitates a summer semester entry point.

ENTRY POINT TWO

Applicants holding a bachelor's degree in hospitality management from this or another university may apply to the program under the Entry Point Two option. Admitted applicants proceed directly to the HT core classes. Admission through Entry Point Two is available for either fall or spring semesters.

APPLICATION DEADLINES

Complete applications must arrive at the university before:

- July 15 for enrollment in the fall semester (Entry Point Two).
- November 15 for enrollment in the spring semester (Entry Point Two).
- April 1 for enrollment in the summer semester (Entry Point One), or March 1 for international students requiring F-1 visa.

For more information, call 610-499-1102. Application for admission to the master of science in hospitality and tourism program should be made to:

Committee on Graduate Admission
School of Hospitality Management
Widener University
One University Place
Chester, PA 19013-5792

STUDENT STATUS AND TRANSFER CREDIT

CONDITIONAL STUDENTS—To satisfy particular deficiencies, the conditional student may be required to take certain foundation courses or other special courses. Conditional courses will be specified in the acceptance letter from the school.

SPECIAL STUDENTS—Students who are not formal degree candidates are considered as special or nonmatriculated students. They must complete all course work assigned to degree candidates and receive a grade. A special student may request a change in status to degree candidate. The request must be submitted in writing to the Office of Graduate Programs, School of Hospitality Management. An approval will specify the courses accepted for the degree program and the time limit.

AUDITING—Students will be permitted to audit courses in the graduate program with the approval of the instructor. No grade or credit is given for auditing a course, and examinations need not be taken; however, the registration procedure and fee structure are the same as that for other students.

TRANSFER OF CREDIT—A maximum of three credits in total from all sources may be transferred. Transfer credit is granted only at the time the student is admitted to the program.

Transfer of Credit for Graduate-Level Courses: Transfer credit for a previous graduate course that has not been used to satisfy the requirements of another degree may be accepted toward degree requirements. The subject must fit an integral part of the proposed program as approved by the student's advisor and have been taken within five years prior to matriculation. A grade of B or better must have been earned in this transfer course.

INTERNATIONAL STUDENTS

International students should consult Widener's International Student Services web site at www.widener.edu/campuslife/student-services/multiculturalinternational/iss for international graduate student guidelines or contact the Office of International Student Services at Widener University, One University Place, Chester, PA 19013; phone: 610-499-4499; e-mail: dkstabb@widener.edu.

International applicants for admission to the graduate program must possess a U.S. bachelor's degree or its equivalent. Applicants who have completed a three-year bachelor's degree or a diploma program in hotel management must also complete the bachelor of science program at Widener. Three-year international college and university degrees must be evaluated by World Education Services (WES) or the National Association of Credential Evaluation Services (NACES). Upon completion of the BS degree, applicants will be reviewed for admission into the graduate program.

COURSE OFFERINGS

Graduate study brochures are published for the fall and spring semesters. These brochures fully describe registration policies, course schedules, tuition, and fee obligations.

DROP/ADD POLICY—Students taking a course in the School of Hospitality Management may withdraw from the course at any time prior to the final examination and receive the grade of W. If a course does not include a final examination, the deadline for withdrawing from the course with a grade of W is the final class meeting for the course. Graduate students begin the withdrawal process by notifying their program director's office of their intent to withdraw, either orally or in writing. The program director's office submits a drop/add form, which includes the student's last date of attendance at an academically related activity, to the Registrar's Office.

Students may add a course without special permission no later than one week after the semester has begun. If a student wishes to add a course after one week, written permission must be obtained from both the instructor and the appropriate department head.

GRADING

The following grades and their associated grade points are used:

A	(4.0)	D+	(1.3)
A-	(3.7)	D	(1.0)
B+	(3.3)	F	(0.0)
B	(3.0)	I	(Incomplete)
B-	(2.7)	W	(Withdrawn)
C+	(2.3)	P/NP	(Passed/Not Passed)*
C	(2.0)	AU	(Audit: No credit)
C-	(1.7)		

*Only for courses offered on a pass/no pass basis.

NOTE: Individual instructors may elect, at their discretion, not to use plus/minus grades.

The grade point value for a given course is the product of the semester hours for the course and the numerical value of the grade obtained. The GPA is the total grade points divided by the number of semester hours undertaken and is based upon the graduate courses that are required for the master's degree programs as shown in the curricula, which follows.

The grade of I is given when a student has not completed course requirements because of excusable reasons. A student who receives a grade of incomplete must arrange to make up all deficiencies with the instructor issuing the grade. If the work is not made up within one calendar year from the end of the semester in which the incomplete is received, the grade will be automatically converted to F, unless the course in question is a thesis research course or a dissertation research course. In this case, the grade of I will be converted to F one semester after the end of the semester in which the incomplete is received. Upon completion of the requirements, the instructor will institute a change of grade. (Note: A student does not register again for a course in which the grade of incomplete has been received.) A student cannot be awarded a degree when there is an outstanding incomplete grade on the transcript, even if the incomplete is in a course not required in the degree program.

GPA REQUIREMENTS AND DISMISSAL FROM THE PROGRAM—Master's candidates are required to maintain at least a B average. Only students with a 3.0 or better will graduate. A student may not graduate with more than two course grades lower than a B. Courses in which graduate students may receive lower than a B include foundation classes and electives. Students

who obtain a grade lower than a B in a required HT core course must repeat the class. Courses for which grades B or higher are received may be repeated at the student's discretion, subject to the limitation described below. In all cases of course repetition, the new grade replaces the old for computation of the GPA, but both grades are recorded on the transcript. No more than two repetitions total and only one repetition per course are allowed. However, a student found to have violated the university's academic fraud policies is prohibited from repeating the course to remove the F grade (given as a result of fraud) from the GPA calculation.

Students whose academic performance is considered inadequate will be dismissed from the program. Students who allow their GPA to fall below 3.0 will be considered for dismissal. Students who have been dismissed are entitled to appeal their dismissal to the Academic Affairs Committee. Conduct inconsistent with the ethical and professional standards of the discipline, whether it occurs before or after matriculation, is also grounds for dismissal from the program. Such conduct includes academic fraud. A student dismissed for academic fraud may no longer enroll in the graduate programs of the university and may not apply for admission into another division of the university.

STANDARDS FOR ACADEMIC INTEGRITY

ACADEMIC INTEGRITY STATEMENT

Widener University strongly supports the concepts of academic freedom and academic integrity and expects students and all other members of the Widener University community to be honest in all academic endeavors. Cheating, plagiarism, and all other forms of academic fraud are serious and unacceptable violations of university policy. Widener University expects all students to be familiar with university policies on academic honesty and will not accept a claim of ignorance—either of the policy itself or of what constitutes academic fraud—as a valid defense against such a charge.

This statement was adopted by the Faculty Council on February 24, 1998, upon recommendation of the Academic Affairs Committee.

DEFINITION OF VIOLATIONS OF THE STANDARDS FOR ACADEMIC INTEGRITY

Violations of the Standards of Academic Integrity constitute academic fraud. Academic fraud consists of any actions that serve to undermine the integrity of the academic process, including:

- unauthorized inspection or duplication of test materials, cheating, attempting to cheat, or assisting others to cheat on a classroom test, take-home examination, final examination, or comprehensive/qualifying/candidacy examination.
- post-test alteration of examination responses.
- plagiarism.
- electronic or computer fraud.

Additionally, each university program may have specific acts particular to a discipline that constitute academic fraud.

DEFINITION OF PLAGIARISM

One of the most common violations of the Standards for Academic Integrity is plagiarism. Plagiarism can be intentional or unintentional. However, since each student is responsible for knowing what constitutes plagiarism, unintentional plagiarism is as unacceptable as intentional plagiarism, and commission of it will bring the same penalties. In many classes, faculty members will provide their definitions of plagiarism. In classes where a

definition is not provided, students are invited to follow the standards articulated in the following statement.

STATEMENT ON PLAGIARISM

PLAGIARISM—passing off the work of others as your own—is a serious offense. In the academic world, plagiarism is theft. Information from sources—whether quoted, paraphrased, or summarized—must be given credit through specific in-text citations. All sources used in the preparation of an academic paper must also be listed with full bibliographic details at the end of the paper. It is especially important that paraphrase be both cited and put into your own words. Merely rearranging a sentence or changing a few words is not sufficient.

PROCEDURES FOR STUDENTS ACCUSED OF VIOLATING THE STANDARDS FOR ACADEMIC INTEGRITY

Informal Process

- A faculty member who obtains evidence of academic fraud should inform the student of this evidence, either orally or in writing. The faculty member may also provide the student with the opportunity to respond to the charges. If the matter is resolved informally between the faculty member and the student, the faculty member must communicate in writing to the dean of his/her school or college the nature of the charges made against the student and how the matter was resolved.
- If the faculty member cannot resolve the matter satisfactorily with the student, he or she may file a formal complaint against the student through the office of the dean of the faculty member's school or college.

Formal Process

- Upon receiving formal charges of academic fraud, the office of the dean of the school or college shall thereupon notify the student in writing of the complaint, the evidence upon which the complaint is based, the penalty to be imposed, and all rights of appeal.
- If a student wishes to contest the allegations of the complaint, he or she may do so according to the process stipulated in the by-laws of the school or college in which the alleged offense occurred. In such a case, the student will also be informed of the time and location of a hearing on the complaint and of all rights of appeal.
- Upon determination by the school/college committee that hears the initial appeal that sufficient evidence exists to support the allegations contained in the complaint, or in cases in which the student chooses not to contest the complaint, the prescribed penalty shall be imposed.
- The dean will notify the associate provost in writing of the name of the student who has been found to have engaged in academic fraud.
- Appeals beyond an individual school/college body may be made by the student to the university's Academic Review Board. Please see the following section for board duties. Appeal to the Academic Review Board must be initiated by the student through the Office of the Associate Provost.
- In the event a complaint is filed against a student alleging academic fraud and the student is not enrolled in the course in which academic fraud is alleged, action will be taken by the dean's office of the school/college in which the student is matriculated.

- An “F” for academic fraud will supersede any other mark including a “W” for withdrawal. When a student is found to have engaged in academic fraud under Widener’s academic fraud policies, that student is prohibited from exercising the repeat-of-course option to remove the “F” grade (given as a result of fraud) from the GPA calculation.
- A confidential, centralized listing of students disciplined for academic fraud will be maintained by the Office of the Provost. In the event of the filing of a complaint alleging a second offense, the student will be informed, in writing, by the Office of the Provost of such complaint. Names will be dropped from the list of first offenders upon graduation or at the end of seven years after the last attendance.
- The above articulated steps constitute due process when students are accused of academic fraud.

PENALTIES

- The minimum penalty for individuals found through the formal complaint process described above to have engaged in academic fraud will be failure in the course. For a second offense, the penalty will be failure in the course and expulsion from the university.
- For attempting to steal or stealing an examination for a course, students will be failed in the course and expelled from the university. For attempting to steal or stealing a comprehensive/qualifying/candidacy examination in a program, students will be expelled from the university.
- Programs that require comprehensive/qualifying/candidacy examinations may elect to impose the penalties of failure on the examination and expulsion from the university for individuals who cheat or attempt to cheat on the comprehensive/qualifying/candidacy examination.
- Individuals found through the formal complaint process described above to have engaged in academic fraud in the completion of a dissertation or thesis may be expelled from the university.

These policies and procedures were approved by Faculty Council on April 28, 2008.

ACADEMIC REVIEW BOARD

The Academic Review Board consists of the provost, the associate provosts, the deans of each school/college, the vice-chairperson of the Faculty Council, and the chair of the Faculty Council Academic Affairs Committee. Duties of the board include: (1) hearing petitions for the waiver of academic regulations that transcend a single school/college (e.g., withdrawal from a course); (2) serving as the appeal body in cases where there is an alleged violation of procedure in school/college Academic Council hearings.

ACADEMIC GRIEVANCE APPEAL PROCEDURE

If a student has a grievance concerning a class in which he or she is enrolled, he/she will first try to resolve the problem with the instructor of the class. If a student has a grievance concerning an academic requirement of the program (e.g., comprehensive examination, final clinical oral examination, clinical placements), he/she will first try to resolve the problem with the director of the program. If it is impossible to resolve the matter at this initial level, the grievance must be placed in writing. Then the student may appeal to the next higher level. The student should inquire in the office of the dean responsible for the course or program in question for the proper appeal procedure if the student’s

grievance is not resolved to the student’s satisfaction after initial appeal to the instructor or the program director.

POLICIES AND PROCEDURES REGARDING UNPROFESSIONAL OR UNETHICAL BEHAVIOR OF STUDENTS

Students in the School of Hospitality Management are expected to conduct themselves at all times in a mature and responsible manner and to respect the rights and property of others. Unethical or unprofessional behavior toward peers, faculty, or staff may serve as grounds for removal from a course or dismissal from the program. Because such behavior may undermine the student’s capacity to function in the classroom or the broader educational community, the School of Hospitality Management believes that it is critical for such behaviors to be addressed.

If the dean of the school is presented with credible information from the school’s Academic Affairs Committee that a student’s continued enrollment within a particular course or within the school should be terminated due to unethical behavior or unprofessional behavior toward peers, faculty, or staff, the dean, in consultation with the associate provost for graduate studies and the Office of the Provost, may dismiss the student from the specific course or from the School of Hospitality Management.

Valid supporting evidence that the student exhibits an unprofessional or unethical behavior or lacks a particular personal or professional characteristic or ability required must accompany the recommendation for dismissal. Files must show evidence of prior counseling with the student and other precautions taken and should contain written documentation of requests to remediate the problem or identified behavior.

Before dismissing a student, the School of Hospitality Management, through the Office of the Dean, will make a reasonable attempt to notify the student of the dismissal in writing and offer the student an opportunity to present information that his or her behavior does not pose a threat to persons or property.

In instances where unprofessional behavior is identified, the following procedures will be followed:

APPEAL PROCEDURES

1. If a pattern of unprofessional behavior is identified and is limited to a specific course, the dean will inform the student of the program’s intention to remove him/her from the course, the effective date of such removal, and the grade to be recorded for the course (i.e., W, I, or F). If the pattern of unprofessional behavior extends beyond a single course, the dean will inform the student of the school’s intention to dismiss him/her from the program and the effective date of such dismissal.
2. After the imposition of dismissal for non-academic reasons, the student may appeal by following this procedure:
 - a. Within 10 calendar days following the effective date of the dismissal, the student may request in writing to the dean of the School of Hospitality Management a hearing to challenge the dismissal. A prompt hearing will be scheduled. If the student fails to request a hearing within the 10-day period, the student’s rights pursuant to this procedure shall be deemed to be waived.
 - b. A hearing panel will be established once the Office of the Dean receives the student’s written challenge of the dismissal. The hearing panel shall be comprised of three persons not from the School of Hospitality Management: an individual represented by the Office of the Provost, a

designee of the dean of the School of Hospitality Management, and an individual recommended by the associate provost for graduate studies. The panel will be named by the dean of the School of Hospitality Management and will elect its own chair. The hearing panel shall have the right to adopt, reject, or modify the dismissal that has been imposed.

- c. At the hearing, the student will have the following rights:
 - Right to have an advisor appear at the hearing. The advisor may be a faculty advocate. The student must identify his or her advocate at least five days prior to the hearing.
 - Right to hear all adverse evidence, to present his/her defense, to present written evidence, and to call and cross-examine witnesses.
 - Right to examine his/her file prior to or at the hearing.
 - d. The proceedings of the hearing shall be recorded.
 - e. After the hearing, the panel members shall reach a decision by a simple majority vote based on the record at the hearing.
 - f. The panel must establish the appropriateness of the dismissal penalty based on the evidence presented. The panel can adopt, reject, or modify the dismissal that has been imposed by the school and determine the discipline to be applied if other than dismissal. This could include reinstatement to the program.
 - g. The panel shall notify the student in writing of its decision and provide the student with a statement of the reasons for the decision.
 - h. The decision of the panel in these matters is final.
3. The foregoing procedures shall constitute the sole and exclusive remedy by which a student may challenge the imposition of a dismissal based on non-academic reasons.
 4. Readmission will be based on the student's ability to demonstrate resolution of the problem that led to dismissal.

LEAVE OF ABSENCE

Students who have not completed their programs of study and desire a leave of absence must apply to the Office of Graduate Programs in the School of Hospitality Management specifying the duration of the requested leave. Such leave will normally be granted. A student who does not apply for a leave of absence and does not register for at least one course in a semester will be considered as withdrawn from the program.

REINSTATEMENT TO THE PROGRAM

Students who have withdrawn from the program may petition for readmission by filing a new application. Such requests must be sent to the school no later than 30 days prior to the start of the semester in which the student expects to enroll.

REGISTRATION

Currently enrolled students may preregister for courses for the following semester during the preregistration period. Newly admitted students must register in accordance with the schedule published in the academic calendar. There is a late registration fee for failure to adhere to this schedule.

STUDENT STATUS

Students pursuing a program of studies in Widener's School of Hospitality Management are considered to be full-time graduate students when they are enrolled in 9 or more credits of graduate

study. International students are permitted to be considered full-time graduate students if they enroll in 6 credits of graduate study with an additional 20 hours of part-time employment.

LIBRARY ACCESS

Students who are enrolled and are registered for at least 1 credit will have access to library services with a valid student identification card. Students who are not enrolled for a summer semester and would like to have library access will have to register for OC 500, Library Research. This is a noncredit class that currently carries a fee of \$25.

TIME LIMIT

All requirements for the master of science in hospitality and tourism must be completed within seven years from the beginning of the first semester of the student's enrollment.

THESIS OR MONOGRAPH REQUIREMENT

Students are required to submit a thesis, which carries six semester hours of credit, or a professional monograph, which carries three semester hours.

A thesis for the MS degree must be an original contribution to knowledge through either model development or original data collection and analysis. The monograph for the MS degree may be any one of the following: a survey of the field through a literature review, a discussion and analysis of a specific problem/issue, a case study/report, a comparative study, or an interpretation of current knowledge.

These questions might help you decide whether a monograph or thesis is the best choice for you. The more of these questions to which you answer "Yes," the better a thesis might match your needs. If you answer "No" to most of them, a monograph may be more appropriate.

1. *Are you considering the possibility of going on to do further advanced degrees (a doctoral degree for example)?* If so, the deeper research experience you would gain from doing a thesis would be important.
2. *Do you wish to replace research for coursework?* Know that the thesis is composed of six credits (HT 698 and 699), while the monograph (HT 696 and HT 697) is three credits plus an additional three-credit elective course.
3. *Do you believe that you would like to make an original contribution to the growing body of hospitality industry research?* If so, the thesis option gives you the best opportunity to achieve this goal. The scope and length of a monograph may create certain limitations in how thorough your research can be using secondary data.
4. *Would you like to see your research get a wider distribution and be read by others?* If so, a thesis is the answer. The university makes theses available in libraries and other institutions. Also, it is more likely that you can publish your work in industry journals (perhaps with the help of an advisor). In that case, your work could get international recognition. Note that this usually requires extra work to revise the thesis to meet the journals' stylistic guidelines.

THESIS—A thesis for the MS degree must be an original contribution to knowledge through either model development or original data collection and analysis. The thesis encompasses an extensive literature review and is approximately 35–50 pages.

A faculty committee must be selected from members of the hospitality management graduate faculty, including the dean of

the school. Generally, at least two semesters are required to complete the thesis. Note that graduate division deadlines are strictly enforced. Students may not register for the first thesis research course (HT 698) until the research topic has been approved by the thesis advisor.

MONOGRAPH—The monograph for the MS degree may be any one of the following:

- a survey of the field through a literature review.
- a case study/report.
- a discussion and analysis of a specific problem/issue.
- a comparative study.
- an interpretation of current knowledge.

Students need to register for HT 696 and HT 697 to complete the monograph requirements and earn three credits. A written monograph proposal must be approved by the advisor before registration for the monograph. A grade of B or better will be regarded as the fulfillment of the monograph requirements. Oral presentations of the final monograph are required as part of the grading process.

ORAL PRESENTATIONS—Requests to schedule oral thesis and monograph presentations must be submitted to the student's advisor in writing. No oral presentations will be permitted in the period 30 days prior to the scheduled graduation date.

GRADUATION REQUIREMENTS AND AWARDING OF DEGREES

Students are responsible for knowing and meeting curriculum requirements as shown in this catalog.

A candidate must complete a minimum of 30 semester hours of courses at the 500 and 600 level with a grade point average of 3.0 or better to qualify for the degree. The minimum residency requirement is 27 semester hours.

Those who expect to receive a graduate degree should make clear their intentions to their advisors. A student who completes requirements for the degree at the conclusion of either summer session will be awarded the degree in August of that year; **the student must submit a graduation petition online via CampusCruiser by March 1.** A student who completes requirements for the degree at the conclusion of the fall semester will be awarded the degree in December of that year; **the student must submit a graduation petition online via CampusCruiser by July 1.** A student who completes requirements for the degree at the conclusion of the spring semester will be awarded the degree in May of that year; **the student must submit a graduation petition online via CampusCruiser by November 1 of the previous year.** The university holds only one formal commencement in the spring to which August, December, and May graduates are invited.

A student who petitions for graduation and who, for whatever reason, is not awarded the degree, must re-petition.

GRADUATION DEADLINES

It is important to note that the school does not allow students to attend the graduation ceremony unless all degree requirements have been satisfied prior to the commencement date. To allow for adequate review, formation of the committee, and scheduling of the defense, students must adhere to the following deadlines. All materials are to be submitted to the thesis or monograph advisor.

If you anticipate graduating in May, you must

- Hand in your petition by the prior November 1.
- Hand in your final draft by March 15.
- Defend your thesis or monograph by April 15.
- Hand in all final revisions by May 1.

If you anticipate graduating in August, you must

- Hand in your petition by March 1.
- Hand in your final draft by June 15.
- Defend your thesis or monograph by July 15.
- Hand in all final revisions by August 1.

If you anticipate graduating in December, you must

- Hand in your petition by July 1.
- Hand in your final draft by October 15.
- Defend your thesis or monograph by November 15.
- Hand in all final revisions by December 1.

TRANSCRIPTS

Students in good financial standing may have copies of their transcripts forwarded to employers, agents, or institutions of higher education by contacting the Office of the Registrar.

FINANCIAL AID

Widener University offers a wide range of financial aid programs. Financial information is available on the university's website and on CampusCruiser.

ACADEMIC CALENDAR

At the start of each semester, students should check CampusCruiser for academic calendar and deadline information.

ANNUAL NOTICE TO STUDENTS REGARDING EDUCATION RECORDS

The Family Educational Rights and Privacy Act (FERPA) affords eligible students certain rights with respect to their education records. (An "eligible student" under FERPA is a student who is 18 years of age or older or who attends a postsecondary institution.) These rights include:

- The right to inspect and review the student's education records within 45 days after the day the university receives a request for access. A student should submit to the registrar, dean, head of the academic department, or other appropriate official, a written request that identifies the record(s) the student wishes to inspect. The university official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the university official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.
- The right to request the amendment of the student's education records that the student believes are inaccurate, misleading, or otherwise in violation of the student's privacy rights under FERPA.

A student who wishes to ask the university to amend a record should write the university official responsible for the record, clearly identify the part of the record the student wants changed, and specify why it should be changed.

If the university decides not to amend the record as requested, the university will notify the student in writing of the decision and the student's right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

- The right to provide written consent before the university discloses personally identifiable information (PII) from the student's education records, except to the extent that FERPA authorizes disclosure without consent.

The university discloses education records without a student's prior written consent under the FERPA exception for disclosure to university officials with legitimate educational interests. A university official is a person employed by the university in an administrative, supervisory, academic, research, or support staff position (including, without limitation, law enforcement unit personnel, health staff, athletic coaches and trainers, and admissions counselors and recruiters); a person serving on the board of trustees; or a student serving on an official committee, such as a disciplinary or grievance committee. A university official also may include a volunteer or contractor outside of the university who performs an institutional service or function for which the university would otherwise use its own employees and who is under the direct control of the university with respect to the use and maintenance of PII from education records, such as an attorney, auditor, contractor, consultant, or collection agent, or a student volunteering to assist another university official in performing his or her tasks. A university official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for the university.

Upon request, the university also discloses education records without consent to officials of another school in which a student seeks or intends to enroll. Such education records may include updated or corrected information, including, without limitation, disciplinary and health records.

- The right to file a complaint with the U.S Department of Education concerning alleged failures by the university to comply with the requirements of FERPA. The name and address of the Office that administers FERPA is:
Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20202
- The right to withhold public disclosure of any or all items of "directory information" by written notification to the Registrar's Office of the university or the School of Law, as applicable, within two weeks after the commencement of the fall or spring semesters of any given academic year. Under current university policy, the term "directory information" includes, without limitation, a student's name, home and campus address, telephone listing(s), electronic mail address, photograph, major field of study, grade level, enrollment status (e.g., undergraduate or graduate, full-time or part-time); dates of attendance, participation in officially recognized activities and sports, weight and height of members of athletic teams, dates of attendance, degrees, honors, and awards received, and the most recent educational agency or institution attended.

CAMPUS SAFETY

Widener is committed to the safety and security of all members of the Widener University community. The university's annual Campus Safety and Fire Safety Reports are on the Widener website and contain information on campus security and personal safety, including crime prevention, university law enforcement authority, crime reporting policies, disciplinary procedures, and other campus security matters. The Campus Safety Reports contain statistics for the three previous calendar years on reported crimes that occurred on campus, in certain off-campus buildings and property owned and controlled by the university, and on public property within or immediately adjacent to and accessible from campus.

The Fire Safety Report contains information on fire safety systems in on-campus student housing facilities, the number of fire drills held during the previous year, the university's policies on portable electrical appliances, smoking, and open flames in student housing facilities, the university's procedures for student housing evacuation in the case of a fire, policies regarding fire safety education and training programs provided to students and employees, a listing of persons or organizations to which fires should be reported, and plans for future improvements in fire safety. It also contains statistics (commencing with calendar year 2009) for the three most recent calendar years concerning the number of fires and cause of each fire in each on-campus student housing facility, the number of persons who received fire-related injuries that resulted in treatment at a medical facility, the number of deaths related to a fire, and the value of property damage caused by a fire.

The annual Campus Safety and Fire Safety Reports for the Main and Exton Campuses are available online at www.widener.edu/campussafety. The annual security reports for the Delaware and Harrisburg Campuses are available online at www.law.widener.edu by selecting "More Links," then "Campus Safety." If you would like a printed copy of these reports, contact the Campus Safety Office at 610-499-4203 to have a copy mailed to you. The information in these reports is required by law and is provided by the Campus Safety Office.

MASTER OF SCIENCE IN HOSPITALITY & TOURISM

The master of science in hospitality and tourism program requires the completion of 30 credit hours of core coursework, including a thesis or monograph option. Students without a hospitality management background will complete HT 500 in the summer semester. These foundation classes in business and hospitality management serve as pre-core classes.

FOUNDATION REQUIREMENTS (0–8.5 credits)

<i>Pre-Core Courses</i>	<i>Undergraduate Equivalent</i>	<i>Credits</i>
Fall		
BUS 550	Organization Behavior & Management	1.0
BUS 601	Leadership	1.5
BUS 620	Customer & Market Perspectives	1.5
BUS 630	Managing Human Capital	1.5
Summer		
HT 500	The Hospitality Environment	3.0
TOTAL CREDITS		8.5

REQUIRED COURSES—CORE CURRICULUM*

<i>Core Courses</i>	<i>Credits</i>
HT 555 Statistics for Hospitality Operations	3
HT 600 Strategic Management in the Hospitality Industry	3
HT 604 Strategic Human Resources in Hospitality Management	3
HT 606 Strategic Marketing in the Hospitality Industry	3
HT 631 Research Methodology	3
HT 645 Issues & Trends in Hospitality Management	3
HT or Business Administration Electives**	6
<i>Option 1:</i>	
HT 698 Thesis I	3
HT 699 Thesis II	3
<i>Option 2:</i>	
HT 696 Monograph I	1.5
HT 697 Monograph II	1.5
HT Elective	3
TOTAL	30

*There is also a required noncredit internship.

**Courses taken in the School of Business Administration must not exceed more than 15 credits toward the degree requirements.

SUGGESTED CURRICULUM SEQUENCE FOR DOMESTIC (U.S.) STUDENTS: MS IN HOSPITALITY AND TOURISM—THESIS OPTION (NO FOUNDATION COURSES NEEDED)

YEAR ONE

Fall Semester	Credits
HT 555 Statistics for Hospitality Operations	3
HT 600 Strategic Management in the Hospitality Industry	3
Spring Semester	
HT 604 Strategic Human Resources in Hospitality Management	3
HT 645 Issues & Trends in Hospitality Management	3
Summer Session	
BUS Elective	3

YEAR TWO

Fall Semester	
HT 606 Strategic Marketing in the Hospitality Industry	3
HT Elective	3
Spring Semester	
HT 631 Research Methodology	3
HT 698 Thesis I	3
Summer Session	
HT 699 Thesis II	3

SUGGESTED CURRICULUM SEQUENCE FOR DOMESTIC (U.S.) STUDENTS: MS IN HOSPITALITY AND TOURISM—MONOGRAPH OPTION (NO FOUNDATION COURSES NEEDED)

YEAR ONE

Fall Semester	Credits
HT 555 Statistics for Hospitality Operations	3
HT 600 Strategic Management in the Hospitality Industry	3
Spring Semester	
HT 604 Strategic Human Resources in Hospitality Management	3
HT 645 Issues & Trends in Hospitality Management	3
Summer Session	
MGT Elective	3

YEAR TWO

Fall Semester	
HT 606 Strategic Marketing in the Hospitality Industry	3
HT Elective	3
Spring Semester	
HT 631 Research Methodology	3
HT Elective	3
Summer Session	
HT 696 Monograph I	1.5

YEAR THREE

Fall Semester	
HT 697 Monograph II	1.5

**SUGGESTED CURRICULUM SEQUENCE FOR
DOMESTIC (U.S.) STUDENTS: MS IN HOSPITALITY
AND TOURISM—THESIS OPTION
(FOUNDATION COURSES NEEDED)**

PRE-YEAR ONE

Summer Session	Credits
BUS 550 Organization Behavior & Management	1
HT 500 The Hospitality Environment	3

YEAR ONE

Fall Semester	Credits
BUS 601 Leadership	1.5
BUS 620 Customer & Market Perspectives	1.5
BUS 630 Managing Human Capital	1.5
HT 555 Statistics for Hospitality Operations	3

Spring Semester

HT 604 Strategic Human Resources in Hospitality Management	3
HT 645 Issues & Trends in Hospitality Management	3

Summer Session

MGT Elective	3
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YEAR TWO

Fall Semester

HT 600 Strategic Management in the Hospitality Industry . . .	3
HT 606 Strategic Marketing in the Hospitality Industry . . .	3

Spring Semester

HT 631 Research Methodology	3
HT Elective	3

Summer Session

HT Elective	3
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YEAR THREE

Fall Semester

HT 698 Thesis I	3
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Spring Semester

HT 699 Thesis II	3
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**SUGGESTED CURRICULUM SEQUENCE FOR
DOMESTIC (U.S.) STUDENTS: MS IN HOSPITALITY
AND TOURISM—MONOGRAPH OPTION
(FOUNDATION COURSES NEEDED)**

PRE-YEAR ONE

Summer Session	Credits
BUS 550 Organization Behavior & Management	1
HT 500 The Hospitality Environment	3

YEAR ONE

Fall Semester

BUS 601 Leadership	1.5
BUS 620 Customer & Market Perspectives	1.5
BUS 630 Managing Human Capital	1.5
HT 555 Statistics for Hospitality Operations	3

Spring Semester

HT 604 Strategic Human Resources in Hospitality Management	3
HT 645 Issues & Trends in Hospitality Management	3

Summer Session

MGT Elective	3
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YEAR TWO

Fall Semester

HT 600 Strategic Management in the Hospitality Industry . . .	3
HT 606 Strategic Marketing in the Hospitality Industry . . .	3

Spring Semester

HT 631 Research Methodology	3
HT Elective	3

Summer Session

HT 696 Monograph I	1.5
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YEAR THREE

Fall Semester

HT 697 Monograph II	1.5
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**SUGGESTED CURRICULUM SEQUENCE FOR
INTERNATIONAL STUDENTS: MS IN HOSPITALITY
AND TOURISM—THESIS OPTION
(NO FOUNDATION COURSES NEEDED)**

YEAR ONE

Fall Semester	Credits
HT 555 Statistics for Hospitality Operations	3
HT 600 Strategic Management in the Hospitality Industry	3
HT Elective	3

Spring Semester

HT 604 Strategic Human Resources in Hospitality Management	3
HT 645 Issues & Trends in Hospitality Management	3
MGT Elective	3

YEAR TWO

Fall Semester

HT 606 Strategic Marketing in the Hospitality Industry	3
HT Internship	0

Spring Semester

HT 631 Research Methodology	3
HT Internship	0

YEAR THREE

Fall Semester

HT 698 Thesis I	3
HT Internship	0

Spring Semester

HT 699 Thesis II	3
HT Internship	0

**SUGGESTED CURRICULUM SEQUENCE FOR
INTERNATIONAL STUDENTS: MS IN HOSPITALITY
AND TOURISM—MONOGRAPH OPTION
(NO FOUNDATION COURSES NEEDED)**

YEAR ONE

Fall Semester	Credits
HT 555 Statistics for Hospitality Operations	3
HT 600 Strategic Management in the Hospitality Industry	3

Spring Semester

HT 604 Strategic Human Resources in Hospitality Management	3
HT 645 Issues & Trends in Hospitality Management	3
MGT Elective	3

YEAR TWO

Fall Semester

HT 606 Strategic Marketing in the Hospitality Industry	3
HT Elective	3
HT Internship	0

Spring Semester

HT 631 Research Methodology	3
HT Internship	0
MGT Elective	3

Summer Session

HT 696 Monograph I	1.5
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YEAR THREE

Fall Semester

HT 697 Monograph II	1.5
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**SUGGESTED CURRICULUM SEQUENCE FOR
INTERNATIONAL STUDENTS: MS IN HOSPITALITY
AND TOURISM—THESIS OPTION
(FOUNDATION COURSES NEEDED)**

PRE-YEAR ONE

Summer Session	Credits
BUS 550 Organization Behavior & Management	1
HT 500 The Hospitality Environment	3

YEAR ONE

Fall Semester

BUS 601 Leadership	1.5
BUS 620 Customer & Market Perspectives	1.5
BUS 630 Managing Human Capital	1.5
HT 555 Statistics	3

Spring Semester

HT 604 Strategic Human Resources in Hospitality Management	3
HT 645 Issues & Trends in Hospitality Management	3
HT Internship	0

Summer Session

HT Internship	0
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YEAR TWO

Fall Semester

HT 600 Strategic Management in the Hospitality Industry	3
HT 606 Strategic Marketing in the Hospitality Industry	3
HT Internship	0

Spring Semester

HT 631 Research Methodology	3
HT Internship	0
HT Elective	3

YEAR THREE

Fall Semester

HT Internship	0
HT 698 Thesis I	3

Spring Semester

HT Internship	0
HT 699 Thesis II	3

SUGGESTED CURRICULUM SEQUENCE FOR INTERNATIONAL STUDENTS: MS IN HOSPITALITY AND TOURISM—MONOGRAPH OPTION (FOUNDATION COURSES NEEDED)

PRE-YEAR ONE

Summer Session	Credits
BUS 550 Organization Behavior & Management	1
HT 500 The Hospitality Environment	3

YEAR ONE

Fall Semester

BUS 601 Leadership	1.5
BUS 620 Customer & Market Perspectives	1.5
BUS 630 Managing Human Capital	1.5
HT 555 Statistics	3

Spring Semester

HT 604 Strategic Human Resources in Hospitality Management	3
HT 645 Issues & Trends in Hospitality Management	3
HT Internship	0

YEAR TWO

Fall Semester

HT 600 Strategic Management in the Hospitality Industry	3
HT 606 Strategic Marketing in the Hospitality Industry	3
HT Elective	3

Spring Semester

HT 631 Research Methodology	3
HT Internship	0
MGT Elective	3

YEAR THREE

Fall Semester

HT 696 Monograph I	1.5
HT Internship	0

Spring Semester

HT 697 Monograph II	1.5
HT Internship	0

ELECTIVES FROM THE SCHOOL OF HOSPITALITY MANAGEMENT

Course	Credits
HT 550 Beverage Management	3
HT 558 Hospitality Technology	3
HT 564 Casino Hotel Management	3
HT 568 Principles of Tourism	3
HT 601 Hospitality Labor Relations	3
HT 602 Advanced Lodging Management	3
HT 624 Hospitality Industry Training Systems	3
HT 654 Club Management	3
HT 655 Resort & Timeshare Management	3
HT 661 Managed Services	3
HT 663 Special Events Management	3

ELECTIVES FROM THE SCHOOL OF BUSINESS ADMINISTRATION

Course	Credits
ACCT 601 Business Valuation Accounting Issues	3
ACCT 602 Current Issues in Managerial Accounting	3
EC 605 International Economics	3
EC 615 Economics of Multinational Enterprise	3
FIN 603 Real Estate Finance	3
MGT 622 Developing Your Management Skills	3
MGT 625 Management of Change	3
MGT 635 Managing Diversity in the Workplace	3
MGT 645 Measuring Effectiveness	3
MHR 606 Organizational Development	3

Hospitality & Tourism Graduate Courses

FOUNDATION REQUIREMENTS

BUS 550 ORGANIZATION BEHAVIOR AND MANAGEMENT

This course provides students with the foundations of management. It covers the functions, roles, and skills of management; basic concepts in organizational behavior and dynamics; and an introduction to strategic management. The theories, models, and issues addressed serve as the building blocks of knowledge that students will need and use in more advanced courses. Prerequisite: None. 1 semester hour

BUS 601 LEADERSHIP

The business world is changing dramatically. Globalization, deregulation, e-business, off-shoring, virtual work, and knowledge-based competition are just some of the trends that are redefining organizations and forcing both workers and managers to adapt to new ways of working. Add to this the growing economic and political uncertainty, threats to security, and widespread ethical scandals, and you have a situation in which organizations are struggling to keep people grounded, focused, and motivated to perform—a situation that calls for strong leaders at all levels of the organization. This course deals with the core aspects of managing and leading in today's demanding business environment—how to create a compelling vision and inspire people to achieve it; how to develop an effective leadership style; how to build relationships and manage people on a one-on-one basis; how to influence group behavior and build effective teams; and how to design high-performing organizations. Students develop the competencies needed to lead contemporary organizations in an ethical, effective, and socially responsible manner. This course must be taken in the first semester. Prerequisite: Foundation courses. 1.5 semester hours

BUS 620 CUSTOMER AND MARKETING PERSPECTIVES

This course is designed to give students a solid conceptual understanding of the elements of marketing and marketing planning. Students learn to assess customer opportunities, implement solutions, and manage customer interactions through value creation strategies. Problems and practices in marketing are studied through in-depth reading of current literature and projects. This

course is taken in sequence with BUS 630. Prerequisite: Previous foundation courses. *1.5 semester hours*

BUS 630 MANAGING HUMAN CAPITAL

Human capital has become the world's most sought after resource. The shortage and mismanagement of talent is causing serious problems as businesses engage in knowledge-based competition and lose experienced baby-boomer workers to retirement. Despite company claims that 'people are their most important asset,' the workforce is often the most underperforming asset in many businesses. So what is the implication for line managers? Human capital management can no longer be thought of as the old specialized staff function we knew of as "personnel." Attracting, developing, motivating, and retaining good people are now seen as core responsibilities of every manager whose job is to achieve results through others. Intellectual capital has replaced financial capital as the most scarce and strategic resource, and managers must take charge of it as responsibly and effectively as they manage financial assets. Line managers and HR professionals are jointly responsible for the management and performance of employees, and they share accountability for workforce success. This course teaches students how to create a workforce with the mindset, competencies, behaviors, and culture needed to execute a firm's strategy. It views the workforce as a source of value creation and sustainable competitive advantage, not as a cost to be minimized. Students learn to develop human capital management systems that enable better coordination of effort, maximize employee performance, and inspire desired levels of change. Students acquire skills in human capital assessment, talent management, work design, performance management, and diversity, culture, and change management. Students should take this course in sequence with BUS 620. Prerequisite: Foundation courses. *1.5 semester hours*

HT 500 THE HOSPITALITY ENVIRONMENT

This course is designed for graduate students who have little or no prior experience in the content areas of the hospitality industry but who have been exposed to the content areas of business through their undergraduate degree. Students are exposed to the culture of the hospitality industry and the culture of service. Students study hotel management as it relates to the operation of a hotel front desk. Emphasis is placed on the management of the room division areas of both manual and computerized hotel operations. Highlights include the entire process from room reservations through check out, guest service management, and statistical analysis of pricing, occupancy, and yield management. Students also study basic decision-making models for energy, maintenance, and engineering situations, especially as applied to hotel and restaurant facilities. Basic terminology is covered along with discussions of heat, refrigeration, ventilation, air conditioning, electricity, and water systems, with particular emphasis on energy conservation and costs. Students are also exposed to the complex systems of food and beverage management, including food safety, food preparation and service, and controls. Prerequisite: None. *3 semester hours*

CORE CURRICULUM

HT 555 STATISTICS FOR HOSPITALITY OPERATIONS

This course covers descriptive and inferential statistics for prediction and decision making with managerial applications in the hospitality industry. Topics include probability theory, distribution, hypothesis testing, and regression analysis. *3 semester hours*

HT 600 STRATEGIC MANAGEMENT IN THE HOSPITALITY INDUSTRY

The course emphasizes the development of practical problem solving skills. Class time will be devoted to cases of hospitality firms and the implications in building successful business strategies. In addition, students will read, discuss, and apply a body of theory and techniques from the field of strategic management. *3 semester hours*

HT 604 ISSUES IN STRATEGIC HUMAN RESOURCE MANAGEMENT IN THE HOSPITALITY INDUSTRY

This course explores contemporary human resource issues in the hospitality industry through research and case study analysis. Topical areas include labor relations and collective bargaining, compensation and benefits, performance assessment tools, social and ethical issues, and leading change in the 21st century. This seminar defines the relationship between strategic management and human resources. Contemporary issues are analyzed through a research project. *3 semester hours*

HT 606 STRATEGIC MARKETING IN THE HOSPITALITY INDUSTRY

This is an advanced marketing course with an emphasis on hospitality service, marketing theory, and its application to both long- and short-term strategies. Through discussion, reading, case studies, and real-life examples from hospitality corporations, students will develop a strategic marketing plan. Topics include mission statements, revenue management, marketing information systems, competitive advantages, SWOT analysis, positioning, and marketing strategies as they apply to the unique position of the hospitality industry. *3 semester hours*

HT 631 RESEARCH METHODOLOGY

This course provides an examination of research methods, including the scientific method, literature review, sampling, statistics, research design, and analytical technique. Prerequisite: HT 555. *3 semester hours*

HT 645 ISSUES AND TRENDS IN HOSPITALITY MANAGEMENT

This seminar exposes students to current issues and trends impacting the decision-making process of hospitality executives. External factors such as the environment, the economy, technology, and competitive forces will be discussed. Areas of the hospitality industry emphasized in class study include hotel operations, food and beverage management, human resource management, marketing, law, financial analysis, and legal implications. *3 semester hours*

RECOMMENDED SCHOOL OF BUSINESS ADMINISTRATION COURSES

As part of the core curriculum, choose one of the following management courses:

MGT 622 DEVELOPING MANAGEMENT SKILLS

Businesses whose managers have superior interpersonal skills have significantly higher profits and lower turnover than businesses without such skills. In fact, people management skills are three times more powerful in influencing financial success than market share, capital intensity, size, and industry return on sales combined. Yet, industry leaders say that business graduates are lacking in management and interpersonal skills. Managers are still struggling with questions like "How do I motivate my people to commit to a new idea?" "How do I communicate with poor performers without creating a defensive reaction?" and "How do I negotiate for resources in a hostile environment?"

This course takes a hands-on “learning by doing” approach to provide students with the people management skills needed in a dynamic work environment. Interactive exercises, role-plays, simulations, and video-based cases are used to build personal, interpersonal, and group skills. Personalized feedback and a focus on behavioral change enable students to become more aware of their strengths and weaknesses and to acquire skills in areas such as communication, motivation, conflict management, negotiation, teamwork, and leadership. Students also learn how to institutionalize the skill set by “hardwiring” it into the organizational system. There is a materials fee. Prerequisites: BUS 601 and 602, MGT 604, HCM 605, or permission of the instructor. *3 semester hours*

MGT 625 MANAGEMENT OF CHANGE

Trends and uncertainties in the marketplace challenge organizations to implement strategies that ensure their survival and competitiveness. To accomplish this, companies must have the ability to manage change. This course introduces students to a variety of tools that are used in specific phases of the change process. Student teams use these tools to effect successful change management projects within their organizations. Prerequisites: BUS 601 and 602, MGT 604, HCM 605, or permission of the instructor. *3 semester hours*

MGT 635 MANAGING DIVERSITY IN THE WORKPLACE

This course looks at the rapidly changing workforce and the issues, challenges, and subtle dynamics that operate in cross-cultural organizations. The course examines the realities of global competition, changing demographics, the renewed attention to achieve organizational goals, and the need to value diversity in the workplace. Major course topics include looking at the differences and similarities of people, studying the dimensions of diversity, communicating with a diverse workforce, the dynamics of men and women working in partnership in the workplace, managers as influences of work and team culture, generational differences in the workplace, and diversity issues in work teams. Values, bias, stereotypes, and prejudices are explored through reading, reflective writing, materials presented in class, and active involvement in class discussions and class activities. Prerequisites: BUS 601 and 602, MGT 604, HCM 605, or permission of the instructor. *3 semester hours*

CAPSTONE OPTIONS

MONOGRAPH – OPTION A

The research project (monograph) for the MS degree may be any one of the following: a survey of the field through a literature review; a discussion and analysis of a specific problem/issue; a case study/report; a comparative study; or an interpretation of current knowledge. The monograph includes the use of secondary data in its research component. The monograph concludes with a final presentation. This is taken in conjunction with an HT elective to equate to the thesis requirement.

HT 696 MONOGRAPH I

1.5 semester hours

HT 697 MONOGRAPH II

1.5 semester hours

THESIS – OPTION B

The master’s thesis is a carefully argued scholarly paper of approximately 12,000–13,000 words. It should present an original argument that is carefully documented from primary and/or secondary sources. The thesis must have a substantial research component and a focus that falls within the area of hospitality management, and it must be written under the guidance of an advisor. As the final element in the master’s degree, the thesis gives the student an opportunity to demonstrate expertise in the chosen research area.

HT 698 THESIS I

3 semester hours

HT 699 THESIS II

3 semester hours

HT 700 MONOGRAPH OR THESIS COMPLETION

Students who do finish their Monograph or Thesis courses within the semesters that they registered for them will need to register for HT 700. Students need to enroll in this course every semester until the monograph or thesis is finished. *1 semester hour*

HOSPITALITY AND TOURISM ELECTIVES

HT 550 BEVERAGE MANAGEMENT

A systematic study of wines, spirits, and beers. Topics of study include the history, sales, service, and controls involved in beverage management. The wines of Europe and America are studied and discussed. *3 semester hours*

HT 558 HOSPITALITY TECHNOLOGY

Study of various applications of computers in the hospitality industry. Systems studied include front office management, management accounting, restaurant management, bar and beverage management, telephone management, security management, and property management. *3 semester hours*

HT 564 CASINO HOTEL MANAGEMENT

This course provides an overview of casino management and casino hotel operations. Topics include gaming trends in the United States, casino hotel organizational structure, government regulations, and casino games. Also covered are the practices and problems associated with casino management including staffing, control, credit, security, marketing, and entertainment. *3 semester hours*

HT 568 PRINCIPLES OF TOURISM

The course gives an insight into the nature, scope, and significance of the tourism industry. Subjects studied include tourism's historical development as well as its economic, sociological, and environmental impact. Current trends in the marketing and management of the tourism industry are discussed. *3 semester hours*

HT 601 HOSPITALITY LABOR RELATIONS

An in-depth view of the American system of industrial relations as it relates to the hospitality industry. Topics include collective bargaining, arbitration, conflict resolution, worker-employer relationships, and the future of labor relations in the hospitality industry. Students will meet with members of the local hospitality unions as well as industry leaders to debate the future of unions within the industry. *3 semester hours*

HT 602 ADVANCED LODGING MANAGEMENT

This course provides an in-depth analysis of lodging management. Emphasis is placed on room pricing structures, revenue and yield management strategies, and hotel operating statistical and financial information. The housekeeping, security and safety, food and beverage, and conference/convention services areas of a hotel are evaluated in detail. An overview of hotel technology and current issues and trends in the lodging industry are also addressed. *3 semester hours*

HT 624 HOSPITALITY INDUSTRY TRAINING SYSTEMS

Students are introduced to the benefits of training and learn the methods used by successful hospitality industry trainers to define training needs, establish a training plan, prepare the employees, conduct the training, and evaluate the training process. Skills that the student develops include developing performance standards, job breakdowns, individual and group training methods, and the use of audiovisual training aids. *3 semester hours*

HT 654 CLUB MANAGEMENT

An in-depth understanding of the private club industry is the focus of this course. The course covers concepts of the history of private clubs; the responsibilities of a club manager; the club organization, including the responsibilities of the board of directors; types of club operations and membership forms; recreation and social programming; and the unique concerns of the private club industry. *3 semester hours*

HT 655 RESORT AND TIMESHARE MANAGEMENT

This introductory course focuses on the concepts of resort and timeshare management. Topics directly relating to resort management include historical background, development process, market analysis, feasibility studies, site planning issues, operations, and management issues. Timeshare management topics include exchange systems, ownership and calendar issues, legal obligations, budgeting, and customer relations. Case studies, video and audio clips, and the Internet will be used directly within the class to enhance the students' understanding of this segment of hospitality. *3 semester hours*

HT 661 CONTRACT SERVICES MANAGEMENT

This elective course is designed to introduce students to specific segments in the hospitality industry that are often overlooked as career options. These segments include health care, higher education (college/university), school (K–12), business and industry, leisure/recreation, vending, in-flight, and corrections. The traditional food service opportunities are enhanced, but the course goes further in-depth into the other services now being offered by hospitality companies; for example, housekeeping, environmental services, and patient care. *3 semester hours*

HT 663 SPECIAL EVENTS MANAGEMENT

This course teaches students about special events that occur on a very frequent basis in the hospitality industry. Special events include company parties, golf/tennis tournaments, large city-wide functions, and large catered events. These events require considerable planning and preparation on the part of the function coordinator and caterer. *3 semester hours*

HT 685 HOSPITALITY MANAGEMENT INTERNSHIP I

International graduate students who are engaged in curriculum practical training (CPT) need to register for a hospitality management internship. This course is for the first semester of CPT. *0 semester hours*

HT 686 HOSPITALITY MANAGEMENT INTERNSHIP II

International graduate students who are engaged in curriculum practical training (CPT) need to register for a hospitality management internship. This course is for the second semester of CPT. *0 semester hours*

HT 687 HOSPITALITY MANAGEMENT INTERNSHIP III

International graduate students who are engaged in curriculum practical training (CPT) need to register for a hospitality management internship. This course is for the third semester of CPT. *0 semester hours*

HT 688 HOSPITALITY MANAGEMENT INTERNSHIP IV

International graduate students who are engaged in curriculum practical training (CPT) need to register for a hospitality management internship. This course is for the fourth semester of CPT. *0 semester hours*

HT 689 HOSPITALITY MANAGEMENT INTERNSHIP V

International graduate students who are engaged in curriculum practical training (CPT) need to register for a hospitality management internship. This course is for the fifth semester of CPT. *0 semester hours*

HT 690 HOSPITALITY MANAGEMENT INTERNSHIP VI

International graduate students who are engaged in curriculum practical training (CPT) need to register for a hospitality management internship. This course is for the sixth semester of CPT. *0 semester hours*

HT 700 MONOGRAPH OR THESIS COMPLETION

Students who cannot finish their monograph or thesis courses within the semester that they register will need to register for HT 700. Students need to enroll in this course every semester until the monograph or thesis is finished. *1 semester hour*

OC 500 LIBRARY RESEARCH

Students who are not enrolled or registered for a particular semester, including summers, and would like to have access to library services will need to register for this course. A nominal fee is required to keep the student's identification card valid and gain access to the library. Prerequisite: None. *0 semester hours*

SCHOOL OF BUSINESS ADMINISTRATION ELECTIVES

ACCT 601 BUSINESS VALUATION ACCOUNTING ISSUES

Business valuation is one of the services provided by CPA firms that is in increasing demand. The need for business valuation arises in a number of business contexts, e.g., charitable contributions, inheritance taxes, business acquisitions, minority shareholder disputes, marital dissolution, etc. This course introduces the standards, theory, and procedures needed by an accountant to perform a business valuation. The focus is on the standards of business valuation, the use and usefulness of financial statements in determining value, valuations in industries with unique accounting practices or difficult accounting issues, and other topics relevant to the accountant in performance of the business valuation. Prerequisite: BUS 520 or equivalent. *3 semester hours*

**ACCT 602 CURRENT ISSUES IN
MANAGERIAL ACCOUNTING**

This course is specifically designed to be of interest to a broad range of students (including both MBA and MS students), some of whom may have had only limited exposure to accounting. The

course examines a number of issues involved in identifying relevant information for decision makers within an organization. This course provides a broad range of perspectives concerning topics such as the strategic and competitive factors contributing to emerging practices, the impact of the global economy and regional cultural diversity, the important role of professional standards in reporting on those decisions, and the use of managerial accounting information as the basis for compensation and as the basis for re-engineering organization. Prerequisite: BUS 520 or equivalent. *3 semester hours*

EC 605 INTERNATIONAL ECONOMICS

Emphasis is on the relationship between international trade and finance and the macroeconomic variables of the domestic economy. Potential changes in production and consumption patterns are analyzed and tied to various industry responses for trade production. Tariffs, quotas, subsidies, balance of payments equilibrium, and domestic policy are explored in depth. Prerequisite: BUS 530 or equivalent. *3 semester hours*

EC 615 ECONOMICS OF MULTINATIONAL ENTERPRISE

This course is a synthesis of the multinational enterprise as an economic actor, modeled and interpreted in the light of economic theory. The objective of the course is to familiarize the students with the economic issues and decisions faced by multinational enterprises and the economic consequences caused by the increase in the growth of multinationals in the firms. Prerequisite: BUS 530 or equivalent. *3 semester hours*

FIN 603 REAL ESTATE FINANCE

This course is a detailed study of the issues and problems in real estate finance. All aspects of the mortgage market are analyzed from the perspective of both the borrower and lender. The financial analysis of real estate investments, including such subjects as valuation techniques, break-even interest rate analysis, hold versus sale decisions, and refinancing as an alternative to sale, are discussed. Prerequisite: Undergraduate finance or equivalent. *3 semester hours*

MHR 606 ORGANIZATIONAL DEVELOPMENT

Organizations must constantly respond to opportunities and threats in their business environment. Such responses often involve significant changes to the firm's business model, strategy, structure, culture, and technology. They prompt changes in practices and policies and alter organizational dynamics and personal interactions among employees. Organizational development (OD) helps businesses to proactively launch and manage such changes. It increases the firm's capacity for change and improves the functioning and performance of organizational systems.

This course covers all aspects of OD, focusing on the use of behavioral science to improve effectiveness at the individual, group, and organizational levels. The OD process—data collection, analysis, diagnosis, intervention, and evaluation—is addressed. A variety of OD interventions such as team-building, employee involvement, work design, performance management, employee development, restructuring, and cultural and strategic transformation are discussed. Students develop OD skills through cases and interactive exercises. *3 semester hours*

MGT 622 DEVELOPING MANAGEMENT SKILLS

See page 15 for description. *3 semester hours*

MGT 625 MANAGEMENT OF CHANGE

See page 16 for description. *3 semester hours*

MGT 635 THE STRATEGIC MANAGEMENT OF DIVERSITY

See page 16 for description. *3 semester hours*

MGT 645 MEASURING EFFECTIVENESS

This course addresses one of the key challenges facing HR professionals—how to measure HR performance and HR's contribution to the firm's performance. The ability to demonstrate that a firm's HR management system can have a significant impact on its strategy implementation capability is crucial for HR practitioners who want a seat at the decision-maker's table. This course focuses on performance assessment techniques and program evaluation methods that can be used to measure the value of HR interventions in terms that line managers and general managers can appreciate. It also focuses on the integration of HR metrics in an organization's overall performance management system. Prerequisite: BUS 510 or equivalent. *3 semester hours*

FACULTY & ADMINISTRATION

The School of Hospitality Management faculty consists primarily of full-time professors, many of whom have significant industry experience. The faculty is supplemented by adjunct professors who are leaders in their field of expertise within the hospitality industry.

Nicholas J. Hadgis, PhD, Dean

John F. Mahoney, PhD, Graduate Program Director and Associate Professor

Shiang-Lih Chen McCain, PhD, Associate Professor

Joy P. Dickerson, EdD, Associate Professor

Jeffrey C. Lolli, EdD, Assistant Professor

ADJUNCT FACULTY

Joseph Mendez

Lisa Reed-Logue

Ramesh Shah

William Sullivan

Nicholas Waller

Christine Wellington