

# Chaplin School of Hospitality and Tourism Management

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The Chaplin School of Hospitality and Tourism Management offers Bachelor and Master Degrees in Hospitality Management that combine practical experience with classroom theory to assist the student in gaining the understanding, skills, and techniques needed to qualify for progressively responsible job opportunities and to achieve his or her career goals in the hospitality and tourism industries. The graduate program is available in person and completely online. Some courses available in the evening.

With the cooperation of industry executives, the School has created an internship program which literally utilizes the hotels, resorts, restaurants, clubs, airlines, travel agencies, and cruise lines as practice labs for students.

An Industry Advisory Council - which includes outstanding executives in the lodging, food service and tourism industries - works regularly with the faculty, staff, and students of the School to formulate and update a curriculum that is current, flexible, and related to the needs of the hospitality and tourism industries.

The School was designated a Program of Distinction by the former Florida Board of Education.

*Note:* The programs, policies, requirements, and regulations listed in this catalog are continually subject to review, in order to serve the needs of the University's various publics, and to respond to the mandates of the

Florida Board of Education and the Florida Legislature. Changes may be made without advanced notice. Please refer to the General Information section for the University's policies, requirements, and regulations.

## Location

The School is located on 200 tropical acres in a resort-like setting at the scenic Biscayne Bay Campus at Biscayne Boulevard and Northeast 151 Street, North Miami, Florida.

## Admission

Applicants to the School must submit a graduate application for admission to the University and must follow the regular University admission procedures described in the Admission section of the catalog.

Applicants must be eligible for admission to the University before admission to the School. Admissions standards for the Master of Science degree in Hospitality Management are an earned four-year bachelor's degree with a 3.0 grade point average (GPA) on a 4.0 scale. International graduate student applicants whose native language is not English are required to demonstrate English language proficiency through one of the following:

- 80 on the iBT TOEFL (equivalent to 550 on the paperbased version of the Test of English as a Foreign Language);
- 6.5 overall on the International English Language Testing System (IELTS)
- 53 Pearson Test of English - Academic
- Cambridge English - Advanced;
- Applicants who hold an undergraduate or graduate degree from an accredited institution where the language of instruction is English;

### Or

Successful completion of University level English courses from a regionally accredited institution (e.g. ENC 1101, ENC 1102 or other equivalent courses with a letter grade of "B" or higher) that prepare applicants to be proficient in English.

### Or

ELI Level Six: successful completion with passing grades for all content areas. Plus at least one of the following:

- i) Interview (in person when possible or via videoconference).
- ii) Proctored video-taped responses to questions from the admissions committee.

An applicant with an undergraduate upper division grade point average (GPA) of less than 3.0 should submit scores of Graduate Record Examination (GRE or Graduate Management Admission Test (GMAT), which will be taken into consideration by the admissions committee in its evaluation of the application. Students who have earned a minimum 3.0 (as evaluated by the University Graduate Admission's office) may be waived from the GRE or GMAT requirement.

A maximum of six semester hours of related graduate credit may be transferred from another university or from the graduate programs of this University provided they meet University requirements.

There is a requirement that all students complete 1000 hours of practical work experience in the hospitality or tourism industry in addition to the Graduate Internship of 300 hours. A minimum of 800 hours of the total 1300

hours must be completed while enrolled at FIU. Work experience documentation is required.

### Degree Requirements

To be eligible for a Master's degree, a student must:

1. Satisfy all University requirements for a Master's degree.
2. Complete a minimum of 33 semester hours of graduate level course work in the Hospitality Management curriculum. (Exception: Executive Hospitality Management Track).
3. Earn a minimum grade point average of 'B' (3.0) in all approved courses in the student's graduate program of study.

No courses, in which a grade below 'C' is earned, may be counted toward the Master's Degree in Hospitality Management. However, all approved work taken as a graduate student will be counted in computing the grade point average, including courses graded 'D' or 'F'.

4. Pass an English Assessment Examination given by the University's Writing Center.

### Non-Degree Seeking Students

Individuals who do not have the educational requirements to meet degree admission standards may be interested in enrolling in certain specific courses to improve their skills and to enhance their chances for promotion. A person may register as a Non Degree Seeking Student for a maximum of 12 semester hours. These credits and grades will not be considered for admission to our degree programs.

### Distance Education Programs

The School of Hospitality Management offers the following programs via distance learning:

1. Executive Master of Science in Hospitality Management
2. Master of Science in Hospitality Management
3. Master of Science in Hospitality Management: Specialization in Real Estate Development
4. Master of Science in Hospitality Management: Specialization in Revenue Management
5. Master of Science in Hospitality Management: Mega Events Management

### Master of Science in Hospitality Management

#### Core Requirements: (33)

HMG 6246	Organizational Behavior in Hospitality and Tourism	3
HMG 6257	Hospitality and Tourism Industry Research Analysis	3
HMG 6280	Global Issues in Hospitality and Tourism	3
HMG 6296	Strategic Management for Hospitality and Tourism	3
HMG 6466	Hospitality and Tourism Revenue Management	3
	<b>or</b>	
HMG 6476	Feasibility Studies for the Hospitality Industry	3
	<b>or</b>	
HMG 6478	Restaurant Development	3
HMG 6477	Accounting and Financial Management	3

HMG 6586	Research and Statistical Methods	3
HMG 6596	Marketing and Sales in Hospitality and Tourism	3
HMG 6697	Hospitality Law Seminar	3
HMG 6916	Hospitality Industry Research Project	3
	<b>or</b>	
HMG 6946	Graduate Internship*	3
	Elective Course	3

#### Industry Experience Requirement: 1300 hours\*

The three credit Graduate Internship (HMG 6946) involves 300 hours of hospitality practical training experience and is immediately required for all graduate students at the beginning of their first semester of studies unless prior experience warrants a waiver of this requirement (see advisor for information) or students are approved to complete HMG 6916, Hospitality Industry Research Project.

Prior to registering for Internship, students are required to complete 1000 hours of hospitality related practical work experience. A minimum of 500 out of the 1000 hours must be completed while enrolled in the graduate program at FIU and up to 500 hours may be completed prior to enrolling at FIU. Work experience documentation is required. If the candidate provides documentation of 1300 hours of work experience of management level work, the requirement may be waived.

### Master of Science in Hospitality Management: Executive Masters Track

#### Management Experience

A minimum of five years hospitality related management experience is required for acceptance into this track. Applicants must currently hold a management position in the hospitality or tourism industry. A Bachelor's degree from an accredited institution is required.

#### Core Requirements: (30)

HMG 6246	Organizational Behavior in Hospitality and Tourism	3
HMG 6257	Hospitality and Tourism Industry Research Analysis	3
HMG 6280	Global Issues in Hospitality and Tourism	3
HMG 6296	Strategic Management for Hospitality and Tourism	3
HMG 6446	Hospitality and Tourism Technology Innovations	3
HMG 6466	Hospitality and Tourism Revenue Management	3
HMG 6476	Feasibility Studies for the Hospitality Industry	3
HMG 6477	Financial Management for the Hospitality Industry	3
HMG 6596	Marketing and Sales in Hospitality and Tourism	3
HMG 6697	Hospitality Law Seminar	3

### Master of Science in Hospitality Management: Thesis Track

#### Course Requirements (33)

HMG 6246	Organizational Behavior in Hospitality and Tourism	3
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HMG 6257	Hospitality and Tourism Industry Research Analysis	3	HMG 6246	Organizational Behavior in Hospitality and Tourism	3
HMG 6280	Global Issues in Hospitality and Tourism	3	HMG 6280	Global Issues in Hospitality and Tourism	3
HMG 6296	Strategic Management for Hospitality and Tourism	3	HMG 6296	Strategic Management for Hospitality and Tourism	3
HMG 6477	Accounting and Financial Management	3	HMG 6464	Segmentation and Price Optimization	3
HMG 6586	Research and Statistical Methods	3	HMG 6466	Hospitality and Tourism Revenue Management	3
HMG 6596	Marketing and Sales in Hospitality and Tourism	3	HMG 6475	Demand Management	3
HMG 6697	Hospitality Law Seminar	3	HMG 6477	Financial Management for the Hospitality Industry	3
HMG 6916	Hospitality Industry Research Project	3	HMG 6479	Strategic Revenue Management	3
	<b>or</b>		HMG 6697	Hospitality Law Seminar	3
HMG 6972	Thesis	3	HMG 6916	Hospitality Industry Research Project	3
Elective Graduate Course		3		<b>or</b>	
			HMG 6946	Graduate Internship	3
			Elective Graduate Course		

### Master of Science in Hospitality Management: Specialization in Real Estate Development (in person and fully online)

This specialization is based on the competencies required of today's hospitality executives, designed for candidates who want to jump start their careers with an advanced degree intended to give students an in-depth knowledge about the business of real estate and development in the hospitality industry. This specialization will provide interested students the opportunity to achieve success in the growing field of hospitality real estate development and finance.

#### Course Requirements (33)

HMG 6246	Organizational Behavior in Hospitality and Tourism	3
HMG 6280	Global Issues in Hospitality and Tourism	3
HMG 6296	Strategic Management for Hospitality and Tourism	3
HMG 6429	Hospitality Asset Management	3
HMG 6476	Feasibility Studies for the Hospitality Industry	3
HMG 6477	Financial Management for the Hospitality Industry	3
HMG 6486	Investment Analysis for the Hospitality Industry	3
HMG 6607	Hospitality Real Estate Development	3
HMG 6697	Hospitality Law Seminar	3
HMG 6916	Hospitality Industry Research Project	3
	<b>or</b>	
HMG 6946	Graduate Internship	3
Elective Graduate Course		

### Master of Science in Hospitality Management: Specialization in Revenue Management (Fully Online)

This specialization is based on the competencies required of today's hospitality executives, designed for candidates who want to jump start their careers with an advanced degree in one of the fastest growing sectors in the industry. As a critical thinker and strategist with the goal of maximizing revenue, you will sharpen your data-gathering, analytical and decision-making skills.

#### Course Requirements (33)

### Master of Science in Hospitality Management: Mega Events Management (In Person and Fully Online)

The mission of the Chaplin School is to prepare leaders to design and develop the customer experiences of the future. The proposed new track fulfills the mission of the Unit by providing students with unique real-world opportunities to cultivate their academic experiences. As part of the University's Mission of being committed to high-quality teaching, state-of-the-art research and creative activity, and collaborative engagement with our local and global communities, the proposed track will offer teaching by highly qualified academicians with industry experience. In addition, the real-world opportunities will offer our students a unique opportunity for research endeavors. These same opportunities also raise engagement with local and global communities, from the assessment to the preparation and execution of mega events. The expectation for those focusing on mega-events management is that they will have some training and/or experience in event production prior to enrollment as demonstrated by: 1. at least four years of full-time event experience, **or** 2. a bachelor's degree with an emphasis in events, **or** 3. possession of appropriate industry certification. Those lacking any of these will need to demonstrate competency on the foundational topics necessary to succeed in the master's degree by reading several documents selected to provide solid overviews on aspects of events planning and completing an online test. It is highly recommended this be done prior to starting the events portion of the master's curriculum.

#### Course Requirements (33)

HMG 6257	Hospitality and Tourism Industry Research Analysis	3
HMG 6446	Hospitality and Tourism Technology Innovations	3
HMG 6477	Financial Management for the Hospitality Industry	3
HMG 6697	Hospitality Law Seminar	3
HMG 6280	Global Issues in Hospitality and Tourism	3
HMG 6296	Strategic Management for Hospitality and Tourism	3
HMG 6946	Graduate Internship	3

#### Mega Event Management

HMG 6001	Event Feasibility	3
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HMG 6500	Event Marketing and Sponsorship	3
HMG 6630	Event Safety & Security Planning	3
HMG 6200	Mega Events Management	3

This is an 11 course, 33 credit program. Graduate Internship should be completed in the final semester.

## Combined BS/MS in Hospitality Management Pathway

To be considered for admission to the combined bachelor's/master's degree pathway, students must have completed at least 75 credits in the bachelor's degree program at FIU and meet the admissions criteria for the graduate degree program to which they are applying. Students need only apply once to the combined degree pathway; the application is submitted to Graduate Admissions typically before the student starts the last 30 credits of the bachelor's degree program. A student admitted to the combined degree pathway will be considered to have undergraduate status until the student applies for graduation from their bachelor's degree program. Upon conferral of the bachelor's degree, the student will be granted graduate status and be eligible for graduate assistantships. Only 5000-level or higher courses, and no more than 12 graduate credits may be applied toward both degrees. Students must earn a "B" or higher grade in these 4 courses in order to apply towards the Master's degree.

### Admission Requirements

1. Current enrollment in the Bachelor's Degree program in Hospitality Management at FIU.
2. Completed at least 75 credit hours of course work.
3. Current GPA must be 3.2 or higher.

### General Requirements

1. Complete the separate combined degree pathway application.
2. Applications are typically submitted prior to the first semester of the student's senior year

### Required: (33 credits)

HMG 6280	Global Issues in Hospitality and Tourism	3
HMG 6225	Multicultural Human Resources Management for the Hospitality Industry	3
	<b>or</b>	
HMG 6246	Organizational Behavior in Hospitality and Tourism	3
HMG 6296	Strategic Management for Hospitality and Tourism	3
HMG 6257	Hospitality and Tourism Industry Research Analysis	3
HMG 6477	Accounting and Financial Management	3
HMG 6476	Feasibility Studies for the Hospitality Industry	3
	<b>or</b>	
HMG 6478	Restaurant Development	3
HMG 6916	Hospitality Industry Research Project	3
HMG 6697	Hospitality Law Seminar	3
HMG 6946	Graduate Internship	0
HMG 6466	Hospitality and Tourism Revenue Management	3
HMG 6596	Marketing and Sales in Hospitality and Tourism	3

Elective Course 3

### Overlap

Up to 4 courses (12 credits) may be used to satisfy both the bachelor's and master's degree requirements. Courses must be 5000- or 6000- level School of Hospitality and Tourism Management Graduate Courses and students must earn a grade of a "B" or higher.

## Hospitality Management 4+1 Degree Pathway

With their advisor's approval, students from undergraduate majors other than Hospitality Management may apply to the Hospitality 4+1 degree pathway. If accepted, students will be allowed to take up to 12 credits of graduate hospitality management courses which will apply towards both their undergraduate degree requirements and the master's degree program in hospitality management.

The admission requirements are:

1. Current enrollment in an approved bachelor's degree program at FIU.
2. Completed a minimum of 75 credits.
3. Current GPA must be 3.2 or higher
4. Complete the separate 4+1 application, including signed approval by the director or designee from the graduate program.

## Master of Science in International Real Estate/Master of Science in Hospitality Management Joint Degree Pathway

The Hollo School of Real Estate and the Alvah H. Chapman Jr. Graduate School of Business along with the Chaplin School of Hospitality and Tourism Management at Florida International University have a joint degree pathway culminating in both a Master of Science in International Real Estate (MSIRE) degree and Master of Science in Hospitality Management (MSH) degree. Under the joint degree pathway, a student can obtain both degrees in less time and at a lower cost than it would take to obtain both degrees if pursued consecutively. The joint degree pathway will use existing faculty, courses and resources. Important criteria relating to the joint degree pathway are as follows:

1. Candidates to the joint degree pathway must meet the entrance requirements established by each individual program. Candidates must indicate on their application their intention to pursue the joint degree pathway. Students deciding to pursue the joint degree pathway after having been admitted to one program will indicate this intention only on their second application
2. Applications for a joint degree pathway will not be accepted from candidates who have already completed their degree. MSIRE and MSH students must apply and be admitted prior to or concurrent with the last semester in which they are expected to complete their original degree requirements.
3. Joint degree pathway candidates will not receive either degree until all requirements for both programs have been satisfied. Students deciding against completing a second degree must satisfy all first

degree program requirements as if the student had never been a joint degree pathway candidate.

4. The joint degree pathway will apply to the on-line versions of both degree programs. The joint degree does not include the Executive MSHM degree.
5. Candidates must satisfy all requirements for each degree. To obtain the MSIRE degree, student will be required to take ten (10) courses totaling thirty (30) credit hours. These courses include the real estate courses in the MSIRE core, finance courses in the MSIRE core, plus real estate (REE prefix) or other electives (FIN prefix, for example) for a total of 30 credit hours. The eight core REE and FIN courses include:
 

REE 6045	Real Estate Markets, Institutions and Practices
REE 6209	Real Estate Finance
REE 6305	Advanced Real Estate Investment Valuation
REE 6435	Real Estate Law
REE 6935	Seminar in International Real Estate
FIN 6406	Corporate Finance
FIN 6644	Global Financial Strategy
FIN 6246	Financial Markets and Institutions

Typical electives include:

- |          |                             |
|----------|-----------------------------|
| REE 6715 | Real Estate Development     |
| REE 6147 | Real Estate Market Analysis |

The Faculty Director of the MSIRE may substitute other suitable courses for these electives.

6. To obtain the MSH degree, the student will have to fulfill all MSH program requirements, including eleven (11) hospitality courses totaling thirty-three (33) credit hours. The student can follow with the standard track or the thesis track. There are ten (10) core hospitality (HMG) courses along with an elective. The following core classes are required in the standard track:
 

HMG 6280	Global Issues in Hospitality and Tourism
HMG 6225	Multicultural Human Resources Management for the Hospitality Industry
	<b>or</b>
HMG 6246	Organizational Behavior in Hospitality and Tourism
HMG 6296	Strategic Management for Hospitality and Tourism
HMG 6257	Hospitality and Tourism Industry Research Analysis
HMG 6477	Accounting and Financial Management
HMG 6476	Feasibility Studies for the Hospitality Industry
	<b>or</b>
HMG 6478	Restaurant Development
HMG 6916	Hospitality Industry Research Project
HMG 6697	Hospitality Law Seminar
HMG 6466	Hospitality and Tourism Revenue Management
HMG 6596	Marketing and Sales in Hospitality and Tourism

There are ten (10) core hospitality (HMG) courses along with an elective class. The following core classes in the "thesis" track:

- |          |   |
|----------|---|
| HMG 6280 | Global Issues in Hospitality and Tourism                              |
| HMG 6225 | Multicultural Human Resources Management for the Hospitality Industry |

**or**

- |          |  |
|----------|--|
| HMG 6246 | Organizational Behavior in Hospitality and Tourism |
| HMG 6296 | Strategic Management for Hospitality and Tourism   |
| HMG 6257 | Hospitality and Tourism Industry Research Analysis |
| HMG 6596 | Marketing and Sales in Hospitality and Tourism     |
| HMG 6477 | Accounting and Financial Management                |
| HMG 6697 | Hospitality Law Seminar                            |
| HMG 6586 | Research and Statistical Methods                   |
| HMG 6916 | Hospitality Industry Research Project              |
| HMG 6972 | Hospitality and Tourism Thesis                     |
7. To facilitate the joint degree pathway, the following courses will be considered as sufficient substitutes for the joint degree pathway students. The relations are one way based on the initial program within which a student enrolls. This means that students starting in the MSH program will take the HMG classes and the students in the MSIRE will take the FIN and REE classes. By considering these classes as sufficient substitutes, the joint degree pathway will reduce time to degree and cost. The two degrees will potentially have 4 common or substitute courses.
 

HMG 6280	Global Issues in Hospitality and Tourism
FIN 6644	Global Financial Strategy
HMG 6477	Accounting and Financial Management
FIN 6406	Corporate Finance
HMG 6697	Hospitality Law Seminar
REE 6435	Real Estate Law
HMG 6478	Restaurant Development
	<b>or</b>
HMG 6476	Feasibility Studies for the Hospitality Industry
REE 6715	Real Estate Development

The elective class in the MSH can be a REE class provided that it is approved by the MSH Faculty Director. In no case will more than four (4) classes concurrently count for both degree programs.

8. A minimum of seventeen (17) courses will be required to earn the two degrees: four (4) substitute courses, six (6) specific to the MSIRE program, and seven (7) specific to the MSH program. All courses transferred between degrees must be completed with a grade point average of 3.0 or higher. The Faculty Directors of the MSIRE and MSH degree programs may adjust these exact course requirements as a result of future changes to the MSIRE or MSH curriculums, subject to the approval of the Dean of the College of Business in consultation with senior administrators Chapman Graduate School and Hollo School of Real Estate as well as the Dean of the Chaplin School of Hospitality and Tourism Management.

## Course Descriptions

### Definition of Prefixes

FSS - Food Service Systems; HFT - Hotel, Food, Tourism; HMG - Hospitality Management Graduate.

Courses that meet the University's Global Learning requirement are identified as GL.

**FSS 5755 International Food Production Management (3).** Study of international commercial food production management designed for hospitality graduate students.

This course includes instruction on international cooking principles as well as hands-on food preparation in the food laboratories. This course includes weekly interactive lectures and a laboratory experience to allow the learner to develop skills required in food preparation and management.

**FSS 6108 Purchasing and Menu Planning (3).** Advanced information on sources, grades and standards, criteria for selection, purchasing and storage for the major foods, including development of specifications. Consideration of the menu pattern with particular emphasis on costing, pricing, and the work load placed on the production staff. Item analysis and merchandising features are emphasized.

**FSS 6365 Food Service Systems (3).** Principles of system analysis applied to the food service industry. Attention is given to the organization of modern food production, preparation, and distribution systems. Case study problems require application of economic and management principles for solution.

**FSS 6452 Advanced Food Service Design Operations (3).** Advanced planning, programming, and project documentation for commercial food service facilities. Spatial, environmental, and electro-mechanical design factors are stressed, with particular emphasis on efficiency modulation and investment aspects. Recommended: HFT 4343.

**FSS 6834 Food Service Research (3).** The planning, executing, and reporting of an individual research project dealing with significant problems in food service. Students demonstrate an understanding of research techniques through data collection, evaluation, and interpretation.

**HMG 5000 Hospitality Pathway to Success (0).** A comprehensive overview of academic policies, requirements, and career portfolio development as required for graduation from the Chaplin School of Hospitality and Tourism Management graduate program.

**HMG 5485 Financial Accounting and Analysis for the Hospitality Industry (3).** This course will introduce students to the basic accounting framework in the hospitality and tourism industries, including an understanding of the recording of transactions and the structure of hospitality financial statements based on the Uniform System of Accounts for the Lodging Industry (USAL).

**HMG 5547 Leadership Training for Team Building (3).** Students will learn leadership skills to facilitate team building activities in order to improve group communication, trust, problem-solving, and productivity.

**HMG 5655 Franchising and Management Contracts (3).** A comprehensive course designed to examine the franchise/franchiser, franchisee and owner/manager relationships in hotel and food service operations and the mutual obligations created by each type of contract.

**HMG 5719 Implementation and Management of Tourism Projects (3).** Practical development, implementation, and management of tourism projects and programs with emphasis on developing tour packages for international and developing nation's situations. Prerequisites: HFT 3700 or equivalent.

**HMG 5877 Wine Technology (3).** This course is an introduction to the appreciation and management of wine, successful operators merchandising wines in restaurants, retail stores, supermarkets, and wholesale companies. Students learn the economies of buying and selling wine, how to taste and evaluate wines of the great vineyards around the world.

**HMG 5878 Wine, Culture and Society (3).** A survey of the renowned old and new world wine regions, their evolution in western culture and their role in contemporary society. Grape Varieties/celebrated vineyards; wine classification systems; influence of media on wine consumption. Detailed focus on the restaurant industry in Miami and the U.S. Management of restaurant wine lists. Prerequisite: Must be at least 21 years of age.

**HMG 5901, 5906, 5911 Independent Studies (VAR).** With permission from the Associate Dean, students may engage in independent research projects and other approved phases of independent study. Prerequisite: Permission.

**HMG 5936 Intensive Pod in the Hospitality Industry (1).** This course will provide intensive instruction on a particular topic or skill not otherwise offered in the curriculum. This course is repeatable.

**HMG 5945 Graduate Hospitality Management Internship (0-3).** Managerial experience in one of the major phases of hospitality operations and visitor industry. Reports are required. Prerequisite: Permission of the instructor.

**HMG 5957 Study Abroad: Hospitality and Tourism (3).** An integrated program of learning conducted in foreign environments for hospitality management majors. They will be exposed to different cultures and taught how to manage businesses in other countries.

**HMG 6001 Event Feasibility (3).** Determine the viability of an event proposal & selecting an appropriate location; factors, financial considerations, & time-lines for determining whether an event is economically & socially advisable.

**HMG 6200 Mega Event Management (3).** Leadership in large scale event production requires coordinating and supervising a plethora of trained and untrained personnel. Structure, methodology and planning are examined.

**HMG 6208 Hospitality Industry Consulting (3).** Provides in-depth analysis of hospitality consulting. Includes opportunities techniques and methodologies used in practice. Lectures, case studies, projects and site visits are used. Prerequisites: HFT 4464 or HFT 4465.

**HMG 6225 Multicultural Human Resources Management for the Hospitality Industry (3).** A study of personnel, consumer relations, and diversity in the hospitality industry within a multicultural, multiracial, and multi ethnic society through an examination of value systems and cultural characteristics.

**HMG 6226 Motivation and Leadership (3).** Study of motivation, perception, learning, attitude formation, incentive theory, and job satisfaction, with emphasis on leadership and group task performance.

**HMG 6227 Hospitality Management Training Systems (3).** A course designed to develop and provide

applications of proven training systems and methods for managers in the hospitality industry. The case study method will be used.

**HMG 6228 Managing Self and Others in the Hospitality Industry (3).** Students will increase managerial effectiveness by learning and applying a model for enhancing self-esteem and integrating that model into their managerial philosophy for the hospitality industry.

**HMG 6245 Hospitality/Tourism Service Operations Management – GL (3).** Application of techniques to create, operate, staff, and evaluate service systems for hospitality/tourism enterprises. Emphasis on queues, forecasting demand, route and scheduling and quality management. Prerequisites: HFT 3505 or HFT 4509.

**HMG 6246 Organizational Behavior in Hospitality Industry and Tourism (3).** Study of human behavior in organizational settings, the interface between human behavior & organizations; reflecting several levels of analysis & a wide variety of interactions.

**HMG 6256 International Hotel Operations (3).** A consideration of various environments within which the international hospitality firm operates. Organizational, financial, and marketing factors are of major concern. Emphasis is placed on those problems and constraints which are uniquely different from problems of firms engaged in domestic operations of a similar nature. Prerequisites: HFT 2401, HFT 3503.

**HMG 6257 Hospitality and Tourism Industry Research Analysis (3).** Explore emerging domestic & global issues using content analysis & other methodologies to identify & analyze relevant industry problems facing management in the hospitality & tourism industry.

**HMG 6278 Timeshare Management (3).** Course covers management, marketing, sales legislation, financing, and budgeting of timeshare and vacation ownership properties. Opportunity to gain AEI certification.

**HMG 6280 Global Issues in Hospitality and Tourism (3).** This course synthesizes theories & concepts of globalization, multinational strategy & international business studies by providing students an opportunity to develop analytical & interpretive skills.

**HMG 6291 Entrepreneurship in the Hospitality and Tourism Industry (3).** This course will help students understand the rationale and methods leading to a major acquisition and the problems and solutions that go along with the decision. Prerequisites: HFT 2401 and HFT 4464.

**HMG 6296 Strategic Management for Hospitality and Tourism (3).** Adv. course focusing on thinking strategically & anticipating the future in global economy defined by uncertainly requiring knowledge in strategic resource assessment, decision-making & allocation.

**HMG 6297 Seminar in Management Methods (3).** Class will be divided into small groups, each of which will meet regularly with the executive committee of an area hotel or restaurant. Each group will be, in reality, the junior executive committee for the property. The groups will come together periodically for analysis and discussion of their experiences, and to relate their experiences to principles of modern management.

**HMG 6299 Case Studies in Hospitality Management (3).** Case studies are used to analyze and integrate the various disciplines of hospitality management and the visitor industry. A critical attitude toward all administrative and management thought is encouraged. Prerequisite: HMG 6477.

**HMG 6325 Hospitality Facilities Engineering and Management (3).** Hospitality facilities management from value-oriented system engineering perspective emphasizing management responsibilities for efficiency in building design, operations and utilities systems. Prerequisite: HFT 2401.

**HMG 6346 Design and Planning of Restaurants and Hotels (3).** Advanced level of study of all aspects considered in designing and planning a restaurant or hotel. Includes lectures, case studies, and laboratory drawing exercises. Scheduling and cost controls considered. Prerequisite: HFT 3263.

**HMG 6404 Non Commercial and Contract Food Service Management (3).** Advanced management of food service operations in noncommercial facilities, self operated and contract managed. Includes business and industry, health care, campus dining, correctional, and food service vending.

**HMG 6429 Hospitality Asset Management (3).** This course will present an overview of the role of hospitality industry asset managers as well as an in-depth study of the techniques and practices employed by them in their representation of ownership.

**HMG 6446 Hospitality and Tourism Technology Innovations (3).** Advanced course examining Information Technology and how it's utilized to gain competitive advantage - focusing on general concepts of e-commerce, F&B innovations, lodging and GDS, and analytics.

**HMG 6447 Hotel Information Systems (3).** A seminar on computer systems and their applications within the hotel industry. An intensive study of a computerized property management system. All computer applications are examined, from reservations to the back office through a series of assignments and projects. Prerequisites: HFT 2441 or HMG 6446.

**HMG 6448 Advanced Hospitality Computer Applications (3).** Importing financial data, international features, linking workbooks, mapping geographical data, scenario manager, goal seeking and optimization problems will be covered. Prerequisites: HFT 2441 or equivalent.

**HMG 6455 Revenue Optimization Science (3).** Includes applying data & mathematical techniques and algorithms to understand factors that affect business revenue & further optimize revenue via data driven decision-making and predictive models. Prerequisite: HMG 6584

**HMG 6464 Segmentation and Price Optimization (3).** This course expands upon the central concepts in revenue management—RevPAR (Revenue Per Available Room) and RevPASH (Revenue Per Available Seat Hour). Prerequisite: HMG 6466

**HMG 6466 Hospitality and Tourism Revenue Management (3).** Explores the scope & application of revenue management in service companies within the Hospitality & Tourism industry.

**HMG 6472 Feasibility Studies for Tourism Projects (3).** In-depth study of the tools and techniques available for evaluating financial feasibility and cost-benefit analysis of tourism projects. Prerequisites: ECO 2013 and HFT 4465.

**HMG 6475 Demand Management: Hotel Revenue Distribution Channels (3).** Hospitality demand management is defined as the art and science of dynamically managing demand for hospitality services to optimize profitability and customer relationships. Prerequisite: HMG 6466

**HMG 6476 Feasibility Studies for the Hospitality Industry (3).** In-depth study of the tools and techniques available for evaluating financial feasibility of a hospitality investment. Feasibility study required.

**HMG 6477 Accounting and Financial Management (3).** Specialized accounting & finance tools for analysis as related to the hospitality & tourism industry. Application of budgeting & pricing models, risk/return trade off & capital investment analysis.

**HMG 6478 Restaurant Development (3).** A study of the procedures to research and develop a restaurant from concept to opening. Emphasis will be on market research, site development, financial feasibility, and the formulation of an operating plan for an individual restaurant.

**HMG 6479 Strategic Revenue Management (3).** This course provides a brief review of fundamental microeconomics, and an illustration for determining a customer's willingness to pay. Prerequisite: HMG 6466

**HMG 6486 Investment Analysis for the Hospitality Industry (3).** Advanced investment methods and opportunities with emphasis on securities of the hospitality industry, financing techniques, syndication, negotiations.

**HMG 6494 Restaurant Information Systems (3).** An in-depth study of principles relating to use of computer systems in the restaurant and food service industry. The student is required to implement a simulated restaurant on computer systems. This simulation includes personnel files, daily management, menu explosion and analysis, and inventory tracking. A research project will be assigned. Prerequisites: HFT 2441 or HMG 6446.

**HMG 6500 Event Marketing and Sponsorship (3).** Examines both marketing trends and sponsorship development. In experiential marketing, event design and promotion must reflect the most current developments in marketing, including social media.

**HMG 6507 Tourism Marketing on the Internet (3).** An in-depth study of Internet Web site Hosting for tourism managers, including a detailed examination of the current practices of on-line tourism marketing and tourism destination management systems. Prerequisites: HFT 3503, HMG 6555.

**HMG 6525 Sales Tactics for Hospitality Industry (3).** Advanced course investigating sales tactics and procedures used in hospitality sales environment. Practical application role plays and skill rehearsals used. Prerequisite: HFT 3503.

**HMG 6526 Sales Management for the Hospitality Industry (3).** Analyzes strategic processes for competitive sales management in hospitality industry. Uses critical thinking models, decision-making simulations and field

operation assessments for managing sales function. Prerequisite: HFT 3503.

**HMG 6555 e-Commerce for Hospitality and Tourism (3).** Planning and managing e-Commerce for hospitality global distribution systems, including major opportunities, limitations, issues and risks from managerial perspectives.

**HMG 6562 Global Destination Marketing Organizations (3).** An advanced study of the evolution and growth, mission, structure, funding, and roles of the different types of Destination Marketing Organizations worldwide. Prerequisites: HFT 4509 or equivalent.

**HMG 6567 Entrepreneurial Marketing for Hospitality and Tourism (3).** This class offers hands-on tools for business success and a vehicle for redefining products and markets in innovative ways that produce sustainable competitive advantage. Database management will be used.

**HMG 6584 Data Science in Hospitality (3).** Includes applying data science techniques, such as data wrangling, data management, exploratory data analysis, predictive modeling, regression & classification to problems in hospitality & tourism. Prerequisites: CAP 5768, CAP 5771, STA 6244. Corequisite: STA 6247

**HMG 6585 Customer Experience Design & Behavior Analysis (3).** Crafting the customer experience by measuring it to produce robust data sets. Model, analyze/assess the customer experience & iteratively design & influence customer experience & behavior using data. Corequisite: HMG 6584

**HMG 6586 Research and Statistical Methods (3).** A study of basic research and statistical methodology applied to a variety of hospitality industry research projects. Techniques for data collection, interpretation and methods of reporting are the focus.

**HMG 6596 Marketing and Sales in Hospitality and Tourism (3).** An examination of the role of marketing strategy and management within the overall strategic planning process of hospitality/tourism organizations.

**HMG 6605 Legislation and the Hospitality Industry (3).** An advanced study of the legislative requirements imposed upon hospitality industry operators. Special emphasis is placed on the minimum wage law, sales tax, uniform provision and maintenance, tip credit, the determination of what constitutes hours worked for the various job categories, discrimination, and sexual harassment.

**HMG 6607 Hospitality Real Estate Development (3).** This course will examine/analyze how hotels, resorts, condo-hotels, vacation properties are developed from concept to planning, analysis, financing and management. Will be conducted in a seminar environment.

**HMG 6609 Negotiating Strategies for the Hospitality Industry (3).** Students study and practice negotiating strategies to reach more satisfactory outcomes from a business point-of-view. The hospitality industry requires skilled negotiations regarding management contracts, supplier agreements, alliance and franchise agreements.

**HMG 6630 Event Safety & Security Planning (3).** Starting with risk management assessment, strategies and techniques are explored to operate an event which



anticipates and is ready to respond to security, wellness and facilities threats.

**HMG 6697 Hospitality Law Seminar (3).** New laws and their impact on the hospitality industry are examined. Students research current legal issues and problems and explore the impact of new legislation on the hospitality industry.

**HMG 6704 Contemporary Issues in Tourism (3).** An in-depth study of current issues and trends confronting the fast development of the tourism activity at national and international levels.

**HMG 6705 Management of Nature-Based Tourism (3).** Exploration of research methods and findings related to eco-tourism. Review of effective management strategies for controlling nature-based tourism operations.

**HMG 6706 Environmental Management Systems for Tourism (3).** An in-depth examination of the environmental cost of tourism development. The effective implementation of international models as well as environmental practices for sustainable tourism development will be studied.

**HMG 6707 Travel and Tourism Data Analysis (3).** Applies data science & analytics techniques to analyze tourist behavior, forecast demand, design travel packages, develop data-driven marketing strategies & identify factors influencing customers. Prerequisites: CAP 5768, CAP 5771, STA 6244. Corequisite: STA 6247.

**HMG 6712 Tourism Planning and Regional Development (3).** An in-depth examination of the process of identifying needs, objectives and strategies for tourism development. The formulation and evaluation of tourism policies and plans will be studied. Prerequisites: HFT 3713 or permission of the instructor.

**HMG 6715 Problem Solving for Travel and Hospitality (3).** Practical discussion and exploration of issues pertaining to the operation and management in the travel and hospitality industry. The course provides creative problem solving solutions utilizing today's information technologies.

**HMG 6746 Cultural Behavior in Tourism (3).** The course introduces the major cultural groups of overseas visitors to the U.S. and identifies the cultural differences in preferences for specific tourism products and services between these groups and the main stream of the U.S. population.

**HMG 6747 Tourism Marketing Research Methods and Applications (3).** The nature and characteristics of tourism research are presented, elements of tourism research process examined, and the importance and strategic application of research to tourism decision making highlighted.

**HMG 6756 Convention and Meeting Management (3).** Advanced study of planning, arranging, marketing, implementing, and managing conventions and meetings. Prerequisite: HFT 3503.

**HMG 6816 The Production, Management, and Merchandising of Craft Beers (3).** Technical and practical aspects of craft brewing and microbrewery technology. Relevant chemical, biological and physical processes will be examined. Aspects of the management

of micro-breweries and brewpubs. Prerequisites: Must also take accompanying Lab. Minimum age 21.

**HMG 6816L The Production, Management, and Merchandising of Craft Beers Lab (1).** A hands-on overview of the scientific principles and techniques of craft brewing. A sampling of craft beers will be made from basic malt extract kits, partial mash recipes and all-grain techniques. Prerequisite: Minimum age 21.

**HMG 6858 Advanced Catering Management and Research (3).** This course focuses on research and examination of catering practices used in the catering profession. It includes an in-depth analysis of all components of the catering profession including management, legal aspects, catering contracts, menus and food displays, beverage service, catering equipment, catering logistics, human resources, etc.

**HMG 6863 World of Wine and Food (3).** An intensive study of wines from around the world and how they pair with foods. Guest chefs will prepare tapa size portions of food to be paired with local and specific wines. Prerequisite: 21 years old.

**HMG 6872C Commercial Beverages of the World (3).** An overview of basic aspects of production and serving a variety of beverages involved in hospitality commerce. This course will include presentations from industry procedures as well as tasting and evaluation of commercial products. Prerequisite: Students must be 21 years old.

**HMG 6876 Emerging Topics in Food and Beverage (3).** An in-depth study of current issues and topics confronting the food and beverage industry and how they impact future business practices. Management implications addressed.

**HMG 6879 Components of Wines for Beverage Managers (3).** Designed for beverage management students to learn some basic language and scientific concepts employed in wine making. The chemical structures, as well as the aromas and tastes of various specific components in wines will be investigated. These components will include those derived from the grape, the process of fermentation and storage, and will include common wine flaws. Prerequisite: Must be 21 years old.

**HMG 6908 Directed Study in Tourism Studies (3).** An opportunity for individuals interested in various aspects of planning, development, marketing, management and research in tourism to work on their own under the close supervision of an advisor. Prerequisites: Permission of the instructor and if the directed study is of a research nature, HMG 6586 is required.

**HMG 6916 Hospitality Industry Research Project (3-9).** Focuses on research methods of business oriented research projects dealing with current problems in the hospitality and tourism industry. Research proposal is the focus.

**HMG 6932 Advanced Special Topics in Hospitality Management (0-9).** Focus on current issues and advanced subjects related to the hospitality industry. Consent of faculty supervisor and Department Chairperson required. This course is repeatable.

**HMG 6946 Graduate Internship (0-9).** Structured hospitality practical training work experience involving

training program and job rotations not previously performed. Ten week/300 hour minimum. Report and management project required. Prerequisites: Documented completion of 1000 hospitality related work hours of which at least 500 hours must be completed while enrolled at FIU. Permission of the instructor.

**HMG 6972 Hospitality and Tourism Thesis (1-3).** Design and preparation of an original research investigation in the hospitality and tourism discipline. Prerequisites: STA 5206, STA 6166, and STA 6167 and permission of the instructor.

**HMG 7252 Advanced Contemporary Issues in the Hospitality Industry (3).** Explores the major emerging issues or problems that impact the domestic and global lodging industry. The students will learn to use content analysis and other methodologies to identify and analyze relevant industry problems and issues facing management and personnel in the lodging industry.

**HMG 7909 Advanced Independent Study (3).** With permission from the Associate Dean, students may engage in independent research projects and other approved phases of independent study. Prerequisite: Permission of the instructor.