

# Hospitality and Tourism Management

IN THE L. ROBERT PAYNE SCHOOL OF HOSPITALITY AND TOURISM MANAGEMENT  
IN THE COLLEGE OF PROFESSIONAL STUDIES AND FINE ARTS

**OFFICE:** Professional Studies and Fine Arts 436B  
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## Faculty

**Lawrence A. Beck**, Ph.D., Professor of Hospitality and Tourism Management  
**Katherine A. Spilde**, Ph.D., Professor of Hospitality and Tourism Management  
**Mark R. Testa**, Ph.D., Professor of Hospitality and Tourism Management  
**Jess Ponting**, Ph.D., Associate Professor of Hospitality and Tourism Management  
**Vinod Sasidharan**, Ph.D., Associate Professor of Hospitality and Tourism Management  
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**Alana K. Dillette**, Ph.D., Assistant Professor of Hospitality and Tourism Management  
**Lori J. Sipe**, Ph.D., Assistant Professor of Hospitality and Tourism Management

## Master of Science Degree in Hospitality and Tourism Management (Offered through the College of Extended Studies)

### General Information

The L. Robert Payne School of Hospitality and Tourism Management offers a program of study leading to the Master of Science degree in hospitality and tourism management (HTM). This program is designed for upwardly mobile industry professionals desiring additional professional and advanced education to proceed to the next level of leadership as a director, general manager, or senior leader within a hospitality, tourism, or recreation organization or agency.

The degree curriculum focuses on the development of analytical, strategic leadership, and administrative/organizational skills specific to the industry and is designed to be innovative, unique, and forward thinking. A blended method of instruction using intensive, on-campus instruction complemented by online teaching and off-campus experiential activities and projects is specifically designed for professionals who wish to continue their education while maintaining their current positions within the industry. The program is also supported by six research centers and institutes to include the Center for Hospitality and Tourism Research; Sycuan Institute on Government Gaming; Center for Global Gaming Research; Institute for Meetings and Events; Center for Surf Research; and the Institute for Leisure and Tourism Management.

### Admission to Degree Curriculum

In addition to meeting the criteria for admission to the university, applicants must also demonstrate significant experience in management-level positions in hospitality, recreation, or tourism organizations.

Students applying for admission should electronically submit the university application available at <http://www.calstate.edu/apply> along with the \$55 application fee.

All applicants must submit admissions materials separately to SDSU Graduate Admissions and to the Hospitality and Tourism Management program.

### Graduate Admissions

The following materials should be submitted as a complete package directly to:

**Graduate Admissions**  
Enrollment Services  
San Diego State University  
San Diego, CA 92182-7416

1. Official transcripts (in sealed envelopes) from all postsecondary institutions attended;

#### NOTE:

- Students who attended SDSU need only submit transcripts for work completed since last attendance.
  - Students with international coursework must submit both the official transcript and proof of degree. If documents are in a language other than English, they must be accompanied by a certified English translation.
2. GRE or GMAT scores (<http://www.ets.org> SDSU institution code 4682);
  3. English language score, if medium of instruction was in a language other than English (<http://www.ets.org> SDSU institution code 4682).

### Hospitality and Tourism Management Program

The following materials should be mailed or delivered to:

**Hospitality and Tourism Management Admissions Committee**  
San Diego State University  
5500 Campanile Drive  
San Diego, CA 92182-4531

1. Two letters of recommendation from persons in a position to judge academic ability (in sealed, signed envelopes);
2. One letter of recommendation from a person in a position to judge professional ability and potential (in sealed, signed envelope);
3. A two-page maximum personal statement giving reasons for choosing hospitality and tourism management as a degree objective;
4. A two-page maximum personal statement summarizing applicant's qualifications, skill sets, and life experiences as they apply to the hospitality and tourism management degree.

### Advancement to Candidacy

All students must satisfy the general requirements for advancement to candidacy as described in Part Four of this bulletin.

### Specific Requirements for the Master of Science Degree

(Major Code: 05081) (SIMS Code: 663120)

The Master of Science degree in Hospitality and Tourism Management is operated by the L. Robert Payne School of Hospitality and Tourism Management and is a specialized approach to graduate education for industry executives. The program is designed especially to meet the needs of mid-career executives who desire the necessary educational acumen for managing complex organizational systems in the hospitality, recreation, and tourism industry. Students in the program have an average of five to 15 years of full-time professional work experience and four to eight years of managerial or equivalent experience in the hospitality, recreation, and/or tourism industry, and bring a wealth of knowledge and industry experience to the classroom. The program allows

the faculty to tailor or customize the curricular content to meet student needs for various industry segments based on an initial appraisal or assessment completed prior to registering in classes. New students accepted for the M.S. degree in hospitality and tourism management are fully matriculated in the university and meet all university requirements as established by the Graduate Division. The degree is a 17-month program utilizing a blended instructional model in which students complete courses offered in an online format and also in intensive face-to-face sessions during residency periods on-campus, which are seven days in length and offered at the beginning and conclusion of the program. The fee structure is unique to the program and unrelated to the usual San Diego State University fee schedule. Students should contact the L. Robert Payne School of Hospitality and Tourism Management office for a program calendar, *Class Schedule*, and fee summary. In addition to meeting the requirements for classified graduate standing and the basic requirements for the master's degree as described in Part Four of this bulletin, students must complete an approved program of study containing 30 units of 600- and 700-numbered courses. These courses will be offered in a pre-determined pattern for entering student cohorts. No transfer courses and no substitute courses are accepted. The official programs of all students in any one cycle are identical. Advancement to candidacy requires completion of at least 12 units of coursework listed on the official program of study with a minimum grade point average of 3.0 (B).

### Meeting and Event Management Advanced Certificate

(SIMS Code: 663121)

The advanced certificate is intended for students who wish to develop senior-level business and leadership skills in events and meetings professions. Offered jointly by the L. Robert Payne School of Hospitality and Tourism Management and the College of Extended Studies, the advanced certificate is also recognized by Meeting Professional International. Admission to the advanced certificate program does not constitute admission to the master's degree programs in the L. Robert Payne School of Hospitality and Tourism Management.

The advanced certificate requires 12 units; however, the program director may substitute up to six units based upon prior coursework and professional credentials. Prerequisites may also be waived by the instructor or program director based upon prior coursework and experience. Students must complete advanced certificate courses with a grade of B (3.0) or better. With consent of the graduate adviser, advanced certificate courses may apply to a graduate degree in business or hospitality and tourism management with a maximum of nine units applicable to both the advanced certificate and the Master of Science degree in meeting and event management.

**Required courses (6 units):**

HTM 601	Leadership Explorations and Applications in Hospitality and Tourism Management.....	3
HTM 602	Theoretical Foundations of Leadership and Management in Hospitality and Tourism Management.....	3

**Adviser-approved electives (6-7 units):**

HTM 663	Leading in Complex Human Systems in Meetings and Events .....	4
HTM 664	Business Analytics and Change Management for Meetings and Events .....	3
HTM 665	Event Marketing Principles in Meetings and Events.....	3
HTM 661	Financial Analysis in Meetings and Events.....	3
HTM 683	Sustainability in Meetings and Events.....	3

Contact the advanced certificate adviser before starting on elective coursework. Electives may vary upon prior coursework.

### Courses Acceptable for Master's Degree Program in Hospitality and Tourism Management (HTM)

*Refer to Courses and Curricula and Regulations of the Division of Graduate Affairs sections of this bulletin for explanation of the course numbering system, unit or credit hour, prerequisites, and related information.*

#### UPPER DIVISION COURSE

**HTM 596. Selected Topics in Hospitality and Tourism Management (1-3)**

Prerequisite: Upper division or graduate standing.

Selected topics in hospitality, tourism, and/or tribal gaming management. May be repeated with new content and approval of instructor. See *Class Schedule* for specific content. Limit of nine units of any combination of 296, 496, 596 courses applicable to a bachelor's degree. Credit for 596 and 696 applicable to a master's degree with approval of the graduate adviser.

#### GRADUATE COURSES

**HTM 601. Leadership Explorations and Applications in HTM (3)**

Prerequisite: Admission to M.S. program in hospitality and tourism management.

Concepts, theories, and techniques of leadership as applied to hospitality, tourism, and recreation organizations, and businesses. Experience in teamwork, interpersonal networks, managing change and conflict, controlling environmental factors.

**HTM 602. Theoretical Foundations of Leadership and Management in HTM (3)**

Prerequisite: Admission to M.S. program in hospitality and tourism management.

Directed reading and discussion of textual materials designed as an underpinning for future coursework and analytical projects pertaining to leadership and management in the hospitality, tourism, and recreation professions.

**HTM 651. Financial Analysis in HTM (3)**

Prerequisites: Hospitality and Tourism Management 601 and 602.

Financial decision-making in a hospitality/tourism/recreation context to include analysis of financial statements, capital projects, deploying capital effectively, asset management, battling marginal compression, return on investment, optimizing return performance. Case studies and projects provide practical experience.

**HTM 653. Leading in Complex Human Systems in HTM (4).**

Prerequisites: Hospitality and Tourism Management 601 and 602.

Human side of leadership with a focus on individuals, teams, and networks in interdependent and complex organizational systems in hospitality and tourism management. Investigates adaptive leadership, culture development, and performance improvement within the context of organizational development and change.

**HTM 655. Twenty-First Century Marketing in HTM (3).**

Prerequisites: Hospitality and Tourism Management 601 and 602.

Advanced concepts and theories of hospitality and tourism marketing in the context of the fast-evolving sub-field of services marketing. Application of advanced marketing strategies to a variety of HTM businesses and organizations nationally and internationally.

**HTM 661. Financial Analysis in Meetings and Events (3)**

Prerequisites: Hospitality and Tourism Management 601 and 602.

Effective financial management in meetings and events industry.

**HTM 663. Leading in Complex Human Systems in Meetings and Events (4)**

Prerequisites: Hospitality and Tourism Management 601 and 602.

Leadership systems and theories relating to events, hospitality, meetings, and tourism industries.

**HTM 664. Business Analytics and Change Management for Meetings and Events (3)**

Prerequisites: Hospitality and Tourism Management 601 and 602. Innovation and change management in meetings and events industries. Development of communications plan based on analysis of relevant stakeholders.

**HTM 665. Event Marketing Principles in Meetings and Events (3)**

Prerequisites: Hospitality and Tourism Management 601 and 602. Marketing management in meetings and events professions. Competitive, guest, margin, and market analyses.

**HTM 680. Mastering Technology in an HTM Operational Setting (3)**

Prerequisites: Hospitality and Tourism Management 651, 653, 655.

Systems, techniques, strategies, and foundations of technology in hospitality, tourism, and recreation businesses and organizations with emphasis on performance metrics and system adaptability. Project oriented coursework with opportunities for system analysis, integration, and design.

**HTM 682. Sustainability in Hospitality, Tourism, and Recreation Organizations (2)**

Prerequisites: Hospitality and Tourism Management 651, 653, 655.

Development of a comprehensive sustainability management system incorporating marketing and communication, goal setting, developing performance indicators and metrics, benchmarking, and strategies for ongoing, measurable, sustainability performance improvement.

**HTM 683. Sustainability in Meetings and Events (3)**

Prerequisite: Admission to M.S. program.

Development of sustainability plan within meetings and events industries. Analyses of non-compliance. Performance improvement and communication strategies.

**HTM 690. Systems Problems Resolution in HTM (3)**

Prerequisites: Hospitality and Tourism Management 651, 653, 655.

Project oriented course on solving real problems in hospitality, tourism, and recreation organizations and businesses.

**HTM 696. Special Topics in Hospitality and Tourism Management (1-3)**

Prerequisite: Classified graduate standing.

Study in specific areas of hospitality and tourism management. May be repeated with new content with the approval of graduate adviser. See *Class Schedule* for specific content. Credit for 596 and 696 applicable to a master's degree with approval of the graduate adviser.

**HTM 697. Mentoring and Coaching (2)**

Prerequisite: Hospitality and Tourism Management 663.

Collaboration, experiential learning, and mentorship with executives from meetings and events industries.

**HTM 780. Seminar: Strategy Development and Critical Analysis in HTM (3)**

Prerequisites: Hospitality and Tourism Management 680, 682, 690.

Case study analysis requiring command of all previously delivered program course material to include data analysis, effective teamwork and leadership, and overall organizational assessment.

**HTM 781. Seminar: Strategy Development and Critical Analysis in Meetings and Events (3)**

Prerequisites: Hospitality and Tourism and Management 664 and 690.

Comprehensive team case study and presentation. Data analysis, leadership, and teamwork.

**HTM 790. Directed Readings in Hospitality, Tourism, and Recreation Management (3) Cr/NC**

Prerequisites: Hospitality and Tourism Management 680, 682, 690, and advancement to candidacy.

Preparation for the comprehensive examination for students in Plan B.

**HTM 791. Directed Readings in Meetings and Events (3) Cr/NC**

Prerequisite: Hospitality and Tourism Management 663.

Analyses of scholarship encompassing events, leadership, management, and meetings disciplines.

**HTM 797. Research (1-3) Cr/NC**

Prerequisites: Classified graduate standing and consent of instructor.

Supervised research in an area of hospitality and tourism management. Maximum credit three units of Hospitality and Tourism Management 790, 797, or 798 applicable to a master's degree.

**HTM 798 Special Study (1-3) Cr/NC**

Prerequisites: Classified graduate standing and consent of instructor.

Individual study, generally for thesis research. Maximum credit three units of Hospitality and Tourism Management 790, 797, or 798 applicable to a master's degree.

**HTM 799C. Comprehensive Examination Extension (0) Cr/NC**

Prerequisite: Completion of degree program courses.

Registration required of students whose only requirement is completion of the comprehensive examination for the master's degree. Registration in 799C limited to two semesters.

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**Information Systems**

Refer to "Business Administration: Management Information Systems" in this section of the bulletin.