

SCHOOL OF HOTEL, RESTAURANT AND TOURISM MANAGEMENT

Undergraduate Program Information

The School of Hotel, Restaurant & Tourism Management is committed to the broad land-grant mission of New Mexico State University. The school's mission is to serve the needs of our constituents through innovative teaching, research, service, professional applications and partnerships in a multi-cultural and international environment.

This bachelor degree program prepares students for supervisory and management positions in all areas of the diverse and growing hospitality and tourism industry. The full bachelor of science degree program is available through NMSU main campus as well as completely online through NMSU Online. The program also provides a foundation for continuing development to advance to more senior management or to pursue entrepreneurial opportunities. In this service-oriented, professional program, faculty, students and industry partners bring together theory and practice to forge hospitality management excellence. The curriculum is designed to educate students as individuals and professionals in a changing society. Students take a core curriculum featuring courses in a broad spectrum of skills and knowledge needed for industry and personal success. They develop an individual plan with a faculty mentor for selecting professional elective courses based on their interests. A grade of C- or better must be earned in each upper-division HRTM class to satisfy the requirement of the major.

Students are required to participate in an internship program that is offered only after completion of 400 hours of hospitality work experience. The internship sequence consists of three, one-credit courses: Professional Development, Hospitality Internship, and Internship Seminar and includes another 400 hours in the field, normally the summer between the student's junior and senior year. The Hospitality Internship course is a prerequisite for several of the student's final 400-level courses. Thus, at the end of both the work experience practicum and the internship, students will have completed a minimum of 800 hours professional work experience in the field.

Special Features of the School of Hotel, Restaurant, and Tourism Management

The School of Hotel, Restaurant and Tourism Management provides excellent opportunities for experiential learning. Students take hands-on food and beverage and meetings and events courses in the 100 West Café and Bobby Lee Lawrence Academy of Wine. The Hospitality Technology Lab seats 36 for courses using hospitality simulation and general software programs.

The School of HRTM has a special relationship with the NMSU Courtyard by Marriott hotel and Total Management Systems, Inc. to provide educational opportunities for our students. Corporate executives and property managers are frequent guest speakers in classes. Part-time jobs, internships, and management opportunities are available at the property as well as the company's other locations throughout the state. Other industry partners that are actively involved in the program and provide scholarships and other opportunities for students include the New Mexico Beef Council, New Mexico Restaurant Association, the American, Greater Albuquerque and El Paso Hotel & Lodging Associations, New

Mexico Hospitality Association, New Mexico Wine Association, Latino Hotel Association and many more.

The School houses the Marriott Hospitality Futures Center. The center is funded through a grant by the J. Willard and Alice S. Marriott Foundation. Its office suite has been designated to allow the campus and surrounding community to discover the many opportunities available when exploring a career in hospitality. It hosts facilitated workshops, and has a strong dedication to outreach throughout New Mexico, El Paso, and the surrounding areas to student groups, public schools, and our industry partners. The HRTM's Annual Career Fair brings 30 - 40 companies to campus each spring semester to interview students for jobs, internships, management training programs, and other career opportunities. Many recruiters come to campus at other times of the year as well.

Trips to major industry trade shows throughout the country and field trips to hospitality properties are only a few of the professional activities available to our students. HRTM's Faculty Led International Program (FLIP) takes students to Florence, Italy each summer. The School's National Society for Minorities in Hospitality chapter is extremely active and represents HRTM at many college, university, and national activities. Other student organizations include Eta Sigma Delta, Delta Sigma Pi, College Ambassadors, and Peer Mentors.

Graduate Program Information

Students can earn a Master of Science degree in Family and Consumer Sciences with a concentration in Hotel, Restaurant and Tourism Management (HRTM). Students can complete the program on campus or completely online through NMSU Online. The emphasis in HRTM combines both coursework and research to expand the student's knowledge, abilities, and problem-solving skills.

Students begin the program by learning about the current trends in a wide range of hotel, restaurant and tourism academic research areas. Students also take graduate classes that apply to their chosen area of specialization. Some students focus on general hospitality management. However, most choose an area of interest such as tourism, foodservice, hotel operations, culinary arts, destination management, revenue management, sales and marketing, hospitality or culinary education, beverage management, vacation ownership, hospitality information systems, or human resource management/training. Some of our students are hospitality educators who may desire to take specialization courses in online teaching or educational technology.

Students with undergraduate degrees in closely related fields (including Business, Information Technology, Food Science, Culinary Arts, and Education) are strongly encouraged to apply as are students from under-represented groups and international students. We also welcome applications from non-traditional applicants who have work experience in the hotel, restaurant and tourism business. These students bring unique views to our program and strengthen our breadth and diversity.

In addition to the Graduate School requirements, the admissions criteria for the Master of Family and Consumer Sciences, HRTM concentration include letters of reference, a statement of interest essay, and resume. Suggested departmental deadlines for review of admission materials are six weeks prior to the first day of the semester of desired start. However, international students must apply by March 1 for Fall semester admissions and October 1 for spring semester admissions.

A minimum of 30 credits (including 4-6 credits of thesis) is required under the thesis plan. A non-thesis plan is available that requires also requires a minimum of 30 credits of course work with a 3 credit written

comprehensive applied management project. Both plans require a final oral examination. Students will take 3 credits of statistics and 3 credits of research methodology at the graduate level. Students with limited work experience in HRTM should complete a paid internship in their area of specialization. Prior to the completion of 12 credits, the student will form a program advisory committee and determine the appropriate courses for the degree work.

There are a limited number of graduate teaching assistant positions available for HRTM concentration students.

Please see the HRTM website at <https://hrtm.nmsu.edu/> for information about all of the School of Hotel, Restaurant and Tourism Management's programs.

Degree for the Department

- Hotel, Restaurant and Tourism Management - Bachelor of Science (<https://catalogs.nmsu.edu/nmsu/agricultural-consumer-environmental-sciences/hotel-restaurant-tourism-mgmt/hotel-restaurant-tourism-management-bachelor-science/>)
- Hotel, Restaurant and Tourism Management - Bachelor of Science (Online) (<https://catalogs.nmsu.edu/global/nmsu-global/hotel-restaurant-tourism-mgt-bs-online/>)
- Hotel, Restaurant and Tourism Management - Undergraduate Minor (<https://catalogs.nmsu.edu/nmsu/agricultural-consumer-environmental-sciences/hotel-restaurant-tourism-mgmt/hrtm-undergraduate-minor/>)

Director - Jean Hertzman

Professors - Jean Hertzman; Keith Mandabach; Betsy Stringam **Assistant Professor** - Christina K. Dimitriou **College Assistant Professors** - Daren Bloomquist; Peter Mitchell; Danielle Young **Professor Emeritus** - Priscilla Bloomquist

Hotel, Restaurant and Tourism Management Courses

HRTM 1120G. Introduction to Tourism

3 Credits (3)

Survey of travel and tourism development and operating characteristics.

Learning Outcomes

1. Define tourism and related terms.
2. Identify and explain the role of the elements of the destination mix.
3. Identify the potential socio-cultural, economic and environmental impacts of tourism.
4. Identify and describe the role of key governmental and nongovernmental organizations in tourism.
5. Describe basic tourism planning and development principles.
6. Discuss the unique challenges of tourism marketing and standard marketing methods.
7. Describe the components of the tourism distribution system.
8. Demonstrate a basic understanding of traveler behavior including motivations and barriers to travel.
9. Identify major factors that influence traveler flows. 1
10. Describe the role of major modes of transportation in the tourism system. 1
11. Identify and describe the three pillars of sustainable tourism development. 1

12. Explain personal and social responsibility as it relates to sustainable tourism development. 1
13. Demonstrate effective communication and critical thinking skills.

HRTM 1130. Introduction to Hospitality Management

3 Credits (3)

Overview of the major segments of the hospitality industry, with a focus on basic management principles.

Learning Outcomes

1. Understand the concept of management contracts and franchising.
2. Recognize and understand needed leadership qualities to achieve organizational objectives.
3. Understand the hospitality industry within the global environment.
4. Identify company and industry trends.
5. Understand the functions of all departments in a hospitality organization (restaurant, hotel, club, etc.).
6. Apply the concepts of convention management, meeting and event planning, and casino management.
7. Understand the concepts of quick and institutional/contract foodservice management.
8. Understand the principles of bar management and compare and contrast wines, beers and distilled spirits.
9. Manage the process of service delivery. 1
10. Identify and solve managerial problems 1
11. Manage a diverse workforce and develop positive employee relations to reduce turnover.

HRTM 1310. Safety, Sanitation and Health in the Hospitality Industry

1 Credit (1)

Addresses public health, HACCP, and food safety responsibilities in the hospitality industry. Sanitation certification test allows students to receive national ServSafe Food Protection Manager Certification.

Learning Outcomes

1. Identify the hazards to safe food and the foods at risk in a foodservice operation.
2. Identify and discuss the Hazard Analysis Critical Control Point (HACCP) system and be able to design a HACCP flowchart.
3. Demonstrate knowledge of how to protect food during purchasing, receiving, storing, preparing, holding, and serving.
4. Discuss the procedures for ensuring sanitary equipment, facilities, and food-handling practices.
5. Explain how to set-up cleaning, safety, pest control, crisis management, and training programs.
6. Also meets KRDNs for the Accreditation Council for Education in Nutrition and Dietetics (ACEND).

HRTM 1320. Food Production and Service Fundamentals

3 Credits (1+4P)

Basic overview of food service systems including menu management, purchasing and production. The course includes basic principles of food fabrication and production. Topics include knife skills, culinary terminology, product identification, quality standards, nutritional cooking theory and application of food preparation techniques. The course includes laboratory aspects and demonstration of basic food production techniques, service styles, practices and procedures in food service operations including culinary math. This course provides students with an understanding of food service sanitation and culinary nutrition. Completion of a national certification examination is required. Students who have not completed HRTM 1310 before enrolling in the course must

have proof of valid ServSafe Food Protection Manager certificate. May be repeated up to 3 credits.

Prerequisite: HRTM 1130 or FSTE 2110G.

Prerequisite/Corequisite: HRTM 1310.

Learning Outcomes

1. Demonstrate use of standard recipes and how to reduce and increase their yields
2. Demonstrate basic culinary knife cuts, basic fabrication and mise en place
3. Demonstrate basic cookery techniques of dry, moist and a combination of heat
4. Demonstrate the proper plating and garnishing of foods
5. Describe proper personal behaviors required for the safe handling of food
6. Identify and properly operate kitchen equipment.
7. Pass the ServSafe Exam
8. Describe the three forms of food contaminants and preventative measures.
9. Demonstrate how to properly "set" a table for service 1
10. Demonstrate how to provide dining room service with proper etiquette 1
11. Demonstrate safe work habits, identify safety hazards, and employ preventative safety measures. 1
12. Maintain positive relations with fellow students and faculty through teamwork. 1
13. Exhibit appropriate work habits and attitudes; demonstrate a willingness to compromise. 1
14. Demonstrate a positive attitude, conversation skills, personal hygiene and work attire.

HRTM 2130. Hotel Operations I

3 Credits (3)

Analysis of hotel operations to include: guest services, reservations, reception, guest/city ledger and the night audit. May be repeated up to 3 credits. Restricted to Las Cruces campus only.

Prerequisite(s): HRTM 1130.

Learning Outcomes

1. Outline the history, magnitude and culture of the hotel industry
2. Define and identify hotel ownership and operational structures
3. Outline the organization and structure of a hotel and resort.
4. Describe and calculate the components and processes of room reservation forecasting, pricing and revenue management.
5. Outline and explain the flow of the guest from pre-arrival through arrival, room occupancy and departure.
6. Demonstrate the procedures and processes for Guest Accounting, the City Ledger, Guest Credit and the Night Audit.
7. Discuss problem solving and guest service associated with the front office and other departments of the hotel and resort.
8. Forecast impacts of technology to the guest services and hotel operations
9. Describe the day to day activities and responsibilities of a Hotel Front Office Manager or a Hotel Assistant General Manager (AGM).

HRTM 2996. Special Topics

1-4 Credits

Specific subjects and credits to be assigned on a semester basis for both lecture and laboratory assignments. May be repeated for a maximum of 4 credits.

Prerequisite: consent of instructor.

Learning Outcomes

1. Varies

HRTM 3210. Hotel, Restaurant, and Tourism Marketing

3 Credits (3)

The development of effective marketing programs for hospitality service organizations. May be repeated up to 3 credits.

Prerequisite: HRTM 1130.

Learning Outcomes

1. Understand the unique challenges involved in marketing and managing services.
2. Describe the hospitality marketing concepts.
3. Define the characteristics of hospitality marketing.
4. Understand management strategies for service businesses.
5. Discuss the role of marketing in strategic planning.
6. Describe the marketing environment.
7. Discuss market segmentation, targeting, and positioning.
8. Identify and define pricing considerations and approaches.
9. List distribution channels for the hospitality industry. 1
10. Discuss advertising, direct marketing, and sales promotion. 1
11. Discuss the public relations process.

HRTM 3220. Hospitality and Travel Law

3 Credits (3)

Specialized applications of the law to the hospitality and tourism industry. May be repeated up to 3 credits.

Prerequisite: HRTM 1130.

Learning Outcomes

1. Understand the unique challenges involved in marketing and managing services.
2. Describe the hospitality marketing concepts.
3. Define the characteristics of hospitality marketing.
4. Understand management strategies for service businesses.
5. Discuss the role of marketing in strategic planning.
6. Describe the marketing environment.
7. Discuss market segmentation, targeting, and positioning.
8. Identify and define pricing considerations and approaches.
9. List distribution channels for the hospitality industry. 1
10. Discuss advertising, direct marketing, and sales promotion. 1
11. Discuss the public relations process.

HRTM 3230. Hospitality Leadership Management

3 Credits (3)

Examines modern leadership theory in the context of the hospitality industry. Connects contemporary leadership topics to their historical antecedents through focused reading, discussion and film. May be repeated up to 3 credits.

Prerequisite: HRTM 1130 and HRTM 1120G.

Learning Outcomes

1. Gain an understanding of the fundamental nature of leadership.
2. Understand leadership's role in continuous improvement, successful change, and management of quality.
3. Understand the stages of team development and the characteristics of effective work teams.

HRTM 3310. Quantity Food Production and Service

4 Credits (1+6P)

Covers quantity food production and service including cooking concepts, sanitation and safety, teamwork, dining room service, and management responsibilities. Students will apply this knowledge developing product for sale in a student run restaurant. Proof of current ServSafe Food Protection Manager or NM Food Handler certification required. May be repeated up to 4 credits.

Prerequisite(s): HRTM 1320.

Learning Outcomes

1. Follow, extend, and reduce a recipe.
2. Plan and produce quantity foods utilizing appropriate culinary techniques.
3. Demonstrate food service skills for table service and take-out operations while ensuring excellent guest service.
4. Determine and evaluate profit or loss of food production activities included in the laboratory component of the class.
5. Operate a foodservice establishment using proper food safety practices.
6. Demonstrate management, leadership, and teamwork in operating a foodservice establishment.
7. Plan and implement appropriate marketing techniques for a foodservice operation establishment.
8. Evaluate guest perceptions of food and service.
9. Meets KRDNs for the Accreditation Council for Education in Nutrition and Dietetics (ACEND).

HRTM 3410. Hospitality Management Accounting

3 Credits (3)

Specialized accounting for hotel revenue and expenses; accounting for inventory, property, and equipment; hospitality payroll accounting; hotel departmental financial statements; income statement, balance sheet, and statement of cash flows; the analysis of financial statements; interim and annual reports; budgeting expenses; forecasting sales; budgetary reporting and analysis; and financial decision making.

Prerequisite: ACCT 2110.

Learning Outcomes

1. Present the terminology and principles required to develop modern Hospitality Management financial statements.
2. Present the primary principles of managerial accounting and applications to modern Hospitality Management cost and profit analysis.
3. Demonstrate the concepts of financial analysis required to evaluate capital investments, analyze business performance, and to develop tools for financial planning and analysis.
4. Develop the analytical concepts required to understand and evaluate money flows over time and apply these concepts to the use of capital and credit.

HRTM 363. Quantity Food Production and Service

4 Credits (1+6P)

Covers quantity food production and service including cooking concepts, sanitation and safety, teamwork, dining room service, and management responsibilities. Students will apply this knowledge developing product for sale in a student run restaurant. Proof of current ServSafe Food Protection Manager or NM Food Handler certification required. May be repeated up to 4 credits.

Prerequisite(s): HRTM 2120.

HRTM 3910. Professional Development

1 Credit (1)

Covers essential elements of career management including preparation for a successful internship. Restricted to majors.

Learning Outcomes

1. Find an internship experience that will be worthwhile.
2. Write an effective resume in the appropriate style.
3. Recognize the importance of appropriate and effective communications with potential employers using a variety of methods including written letters of introduction, reference, follow-up and thank you, phone, fax, email, and internet.
4. Understand the general interview process and learn how to positively enhance the interactive interview experience.
5. Identify real or potential workplace challenges and develop strategies to make the internship a positive experience while gathering information that will be valuable for their careers.
6. Use this information to develop a case study and micro-theme writings in HRTM 491

HRTM 4110. Meetings, Conventions and Special Events

3 Credits (3)

Examination of the role of the meeting/event planner, including setting objectives, site selection, negotiations, design, budgeting, marketing, registration, on-site logistics, and evaluation.

Learning Outcomes

1. Identify and differentiate between different types of meetings, conventions, and events.
2. Analyze the scope and complexity of meetings, conventions, and special events.
3. Develop realistic goals, strategic plans, action plans, production schedules, budgets, and facilities designs for meetings and special events.
4. Apply group dynamics, management, and leadership skills to accomplish organizational tasks.
5. Implement an effective communication network among different parties involved in meetings and special events.
6. Organize and facilitate contacts with hospitality industry leaders, vendors, and media personnel.
7. Evaluate the outcomes of meetings and events.
8. Develop an operations manual for meetings and special events.

HRTM 4115. Entertainment Business and Venue Management

3 Credits (3)

This course will review and examine the principles and practices associated with managing a public assembly venue and the nature of the venue and entertainment business. This is a comprehensive course designed to cover all aspects of incorporated event practices such as marketing, production, contracts, ticketing, and security.

Learning Outcomes

1. Analyze the origin and history of public assembly venues and the role they play within the community.
2. Analyze different ownership and management structures and how governance relationships impact operational management.
3. Analyze the business and financial operations of a public assembly venue.
4. Describe the booking process, the entities involved, and the importance of relationships.
5. Analyze and create marketing and sales strategies for both a public assembly venue and an event that is booked in the venue.
6. Identify and analyze the ticket system options available to venue managers, as well as their importance in access management, financial accountability, and data collection.

7. Analyze the role and importance of ancillary revenue sources, as well as the need for creativity and entrepreneurship.
8. Describe the operational systems and processes required to maintain a venue and produce events.
9. Analyze the event planning process and how it is used to produce an event experience for guests and clients. 1
10. Analyze management's role in developing and maintaining a safe and secure public assembly venue.

HRTM 4120. An Overview of Italian Tourism focused on Food, Wine, Art and Culture

3 Credits (3)

The course content provides a global perspective and understanding of Italian food, wine, art and culture and their integration into tourism. The content is designed to provide students an appreciation of Italian cultural values and an overview of food, wine and art in the tourism regions of Italy.

Learning Outcomes

1. Describe and explain the basic history of the tourism regions of Italy.
2. Recognize and describe the Italian food and wine industry and its impact on tourism.
3. Detail how the Italian's integrate sustainability into tourism.
4. Recognize the impact of culture and art on tourism.
5. Explain strategies for responsible travel abroad in Italy and the European Union focused on personal and group safety.
6. Analyze and evaluate multicultural differences between Italian and American societies focused on effective personal communication practices.
7. Produce a 20 slide narrated online presentation with pictures that focused on at least two course learning objectives

HRTM 4130. Hotel Operations II

3 Credits (3)

The duties and administration of a hotel front office, including housekeeping. Additional focus on the procedures of reservations and night audit. Students also gain exposure to property management systems.

Prerequisite: HRTM 2130.

Learning Outcomes

1. Describe day-to-day responsibilities for a hotel General Manager.
2. Explain departmental competencies for a hotel (Human Resources, Accounting, Revenue Management, Sales and Marketing, Front Office, Housekeeping, Food and Beverage, and Property Operation and Maintenance).
3. Compare and contrast management roles and responsibilities between limited service and full service hotels.
4. Describe hotel organizational, ownership, and franchising structures and their effect on hotel operations.
5. Explain the role of service throughout hotel operation departments.

HRTM 4135. Hospitality Facilities Management

3 Credits (3)

Exploration of the engineering and maintenance requirements specific to the hospitality industry. Emphasis on environmental issues, renovation and management of the physical plant.

Prerequisite: HRTM 2130, HRTM 4998.

Learning Outcomes

1. Manage property assets using planning and budgeting strategies and the appropriate type of maintenance.

2. Explain how technology is used to make maintenance and operations more efficient and effective.
3. Devise strategies to sustainably manage operational areas and systems in a hospitality business.
4. Manage important components of, and procedures in, water, HVAC, electrical, lighting, safety and security, and waste management systems.
5. Interpret construction drawings and schematics in a basic manner.
6. Describe various kitchen hood systems and individual pieces of kitchen equipment from a mechanical, maintenance and operational perspective.
7. Design risk management strategies for a hospitality business.
8. Describe the importance of building design and engineering to guest experiences, safety, government compliance, and brand identity.
9. Describe real-world facility management activities for hotels and restaurants as described by industry professionals active within their career.

HRTM 414. Wine Appreciation

3 Credits (3)

An experiential examination of wine through lectures, guest speakers and focused tasting of wine and food. Topics include viticulture, wine making varietals, terroir, wine service, tasting and evaluation techniques, and food pairings. Student must be at least 21 years old. May be repeated up to 3 credits. Consent of Instructor required.

Prerequisite(s): Consent of instructor.

HRTM 4140. Hotel Revenue and Sales Management

3 Credits (3)

Examines methods used for profitably managing capacity, including dynamic pricing and allocation of the rooms inventory across market segments to maximize revenues. Focuses on the integration of revenue management principles with information technology, management, marketing and sales concerns at the property and market level.

Prerequisite: HRTM 2130.

Learning Outcomes

1. Describe and discuss the role and function of revenue management in a hotel organization.
2. Evaluate pricing techniques and effects on demand.
3. Determine market segmentation for a hotel.
4. Demonstrate inventory management strategies.
5. Discuss legal and ethical aspects of revenue management.
6. Perform various analysis for a hotel as a function of revenue management.
7. Evaluate distribution channels for hotels.
8. Evaluate and recommend revenue management techniques.

HRTM 4145. Resort Management

3 Credits (3)

This course introduces students to the operation and management of full service resort properties, including the management of resort recreational amenities.

Prerequisite: HRTM 2130 or consent of instructor.

Learning Outcomes

1. Explain differences in operations and management between resorts and hotels.
2. Identify and explain concepts and terminology for various resort amenities and activities.
3. Evaluate resort amenities and activities for various market segments.

4. Identify and discuss trends in the resort industry.
5. Describe best practices in resort management.
6. Evaluate resort amenities, activities, markets and products.

HRTM 4230. Hotel, Restaurant and Tourism Industry Purchasing, Selection, and Procurement

3 Credits (3)

Purchasing methods for the hotel, restaurant and tourism industries based on standards of quality, grade, care, and storage for food and nonfood supplies. Purchasing, installation, operation, and care of large foodservice equipment.

Learning Outcomes

1. Differentiate purchasing functions in different types of hotel, restaurant and tourism operations and determine how internal and external forces impact purchasing decisions.
2. Outline and describe the duties and responsibilities of hotel, restaurant and tourism purchasing managers.
3. Develop product recommendations for hotel, restaurant and tourism food and equipment through the use of various product evaluation methods.
4. Identify examples of unethical purchasing practices throughout history, research present a code of purchasing ethics for a hotel, restaurant or tourism company.
5. Analyze hotel, restaurant and tourism industry supplier selection criteria and recommend a supplier based on those criteria.
6. Apply mathematical models to calculate recipe costs as well as order quantities and times. Determine how to reduce AP prices.
7. Outline and describe each step of the flow of inventory and determine which controls are needed for security of inventory.
8. Explain product grades and explain grading procedures and procurement criteria for meats, poultry, eggs, dairy, produce, marine products, groceries, and nonfood items.

HRTM 4235. Club Management and Marketing

3 Credits (3)

Provides an understanding of the general operational and administrative procedures practiced in private clubs from a marketing perspective with a special emphasis on managing and marketing club food and beverage operations and service. It will provide the professional golf management and hospitality students with the unique sensitivities required in managing and operating in the increasingly lucrative club management market.

Learning Outcomes

1. Describe the different types of private clubs and their specific operations.
2. Describe the different types of membership categories offered by private clubs.
3. Describe the responsibilities of the board of directors of private clubs.
4. Identify the typical organizational structure in private clubs.
5. Distinguish the functions and responsibilities of a club's board of directors from those of the club's general manager and staff.
6. Identify tips for long-term success to become an effective leader and communicator.
7. Explain the importance of a club strategic plan and strategic implementation.
8. Explain the role of marketing in a private club setting.
9. Summarize the importance of training and lifelong learning to the success of private clubs. 1

10. Describe the different types of food and beverage operations found in private clubs. 1
11. Identify the different financial statements used by clubs. 1
12. Describe the functions and ethical interdependencies among the major departments within a club. 1
13. Describe a manager's operational inspection and critique of one of the major departments within a club from an overall department manager's leadership perspective. 1
14. Explain the importance of facility management in clubs, particularly as it relates to members, employees and costs. 1
15. Summarize the duties and responsibilities of golf professionals, greens and grounds departments, and other golf staff members. 1
16. Describe a club fitness operation, and common programs of a club fitness center.

HRTM 4240V. Sustainability in the Hospitality Industry

3 Credits (3)

This course provides a summary and definition of the concept and roots of sustainability and climate change as well as their impact and effect on the hospitality industry while providing the rationale for sustainable development for the industry. A review of environmentally sound management strategies for all operational management areas ranging from eco-design, energy, waste and water management, food security, sourcing of agricultural products leads to a detailed strategy for planning and evaluating the sustainability of a hospitality operation in terms of corporate responsibility and social entrepreneurship. The content is focused on a global perspective of sustainability in the industry.

Learning Outcomes

1. Recognize, interpret and summarize the global challenges facing the hospitality industry caused by climate change driving the need for sustainability in the industry.
2. Explain implementation strategies for responsible environmentally sound hospitality management practices for hotel, food and beverage and tourism businesses.
3. Evaluate sustainable development practices and the importance of personal and corporate social development.
4. Analyze, evaluate and communicate the sustainability practices of a hospitality operation.

HRTM 4310. Beverage Management

3 Credits (3)

Survey of all aspects of beverage management, including wine/beer/distilled spirits origins and trends, cost control, bar management, beverage purchasing, and wine appreciation.

Prerequisite: HRTM 3310.

Learning Outcomes

1. Understand basic principles that lead to success in the beverage business.
2. Understand the importance of sustainability in beverage businesses.
3. Identify concepts and principles applied in global and sustainable hospitality organizations..
4. Describe and demonstrate the fundamental principles of ethical leadership.
5. Create favorable guest experiences by applying professional service management techniques.
6. Organize, analyze and interpret information to formulate rational solutions and clear logical decisions.
7. Demonstrate effective written, visual and interpersonal communication skills.

8. Apply relevant technologies to enhance organizational performance in a competitive environment.

HRTM 4320. Restaurant Operations Management

4 Credits (1+6P)

Provides a detailed understanding of the processes of restaurant operations management. Students are expected to increase kitchen and service technical skills, develop and cook from recipes, develop a personal leadership style, understand food and wine pairing, and supervise front and back of the house operations. Provides the opportunity to perform a detailed analysis of a food and beverage operation. Proof of valid ServSafe Food Protection Manager or NM Food Handler certification and current NM Alcohol Server certification required.

Prerequisite: HRTM 3310.

Learning Outcomes

1. Demonstrate the skill of planning, designing, pricing and evaluating menus.
2. Demonstrate servant leadership skills during fine dining meals.
3. Demonstrate cost control through budget, income and expense reports.
4. Demonstrate how to construct, portion and cost standard recipes.
5. Demonstrate how to inventory, purchase, receive and store foods for production.
6. Demonstrate back of house production, service, and management.
7. Demonstrate how to manage alcoholic beverages with emphasis on wines.
8. Demonstrate front of house service and management.
9. Demonstrate how labor costs effect menu, food production, and desired service. 1
10. Demonstrate application of revenue control in the food service facility. 1
11. Demonstrate ability to implement change within the restaurant setting.

HRTM 4330. Wine Appreciation

3 Credits (3)

An experiential examination of wine through lectures, guest speakers and focused tasting of wine and food. Topics include viticulture, wine making varietals, terroir, wine service, tasting and evaluation techniques, and food pairings. Student must be at least 21 years old. Consent of instructor required.

Learning Outcomes

1. Discuss the historical and cultural significance of wine.
2. Compare and contrast the production processes for wines.
3. Describe and analyze the characteristics of popular wine varietals.
4. Describe how viticultural practices and geography/climate factors relate to the quality and variation in wines.
5. Perform evaluation and appraisal of wines based on quality, value, and intended use.
6. Apply knowledge of terminology related to labeling laws, practices, and geography of the major wine-growing regions of the world to the effective selection of both domestic and imported wines.
7. Pair wine with foods.
8. Examine the distribution and service systems for wine, including current issues affecting them.

HRTM 4410. Hospitality Cost Control

3 Credits (3)

Familiarizes students with all aspects of cost control including financial data entry and hospitality accounting practices, financial report production, analysis and problem solving. Students will learn to understand the roles of the various stakeholders (owners, managers, employees and customers.) Provides tools needed to communicate effectively about global financial issues affecting the hospitality business.

Prerequisite: HRTM 3310.

Learning Outcomes

1. Describe all aspects of the cost control planning process including financial data entry techniques and hospitality accounting practices.
2. Construct, calculate and interpret common hospitality industry financial reports.
3. Compare and contrast the roles of various stakeholders (owners, managers, employees and customers).
4. Facilitate and communicate effectively with stakeholders local, national and global financial issues affecting the hospitality industry.

HRTM 4910. HRTM Internship Seminar

1 Credit (1)

A case based approach to analyzing internship experiences. Students will write case studies about specific business issues they encountered during HRTM 4998 and analyze them. Restricted to HRTM majors. May be repeated up to 1 credit.

Prerequisite: HRTM 4998.

Learning Outcomes

1. Explain the strengths and weaknesses of departments and work units from the hospitality operation in which they interned.
2. Compare and contrast management styles, leadership skill, and effectiveness of supervisors and managers.
3. Offer solutions to problems and challenges encountered in the workplace.
4. Write a comprehensive case study about their internship experiences.

HRTM 4991. Special Problems

1-4 Credits (1-4)

Individual research in a selected subject area of hospitality management. Consent of instructor required. Maximum of 4 credits per semester and a total of 6 credits toward a degree. May be repeated up to 6 credits.

Learning Outcomes

1. Varies

HRTM 4996. Special Topics

1-4 Credits (1-4)

Specific subjects to be announced in the Schedule of Classes. Consent of instructor required. Maximum of 4 credits per semester and a grand total of 9 credits. May be repeated up to 9 credits.

Learning Outcomes

1. Varies.

HRTM 4998. Hospitality Internship

1 Credit (1)

Hospitality and tourism professional work experience for HRTM majors only. Consent of instructor required. May be repeated up to 1 credit.

Prerequisite: HRTM 3910.

Learning Outcomes

1. Integrate knowledge and theory learned in the classroom with practical application and skills development in a professional setting.
2. Gain valuable applied experience.
3. Demonstrate an attitude that is appropriate for a prospective manager in the hospitality industry.

4. Identify personal strengths and weaknesses using a self-evaluation tool.
5. Make connections to establish useful contacts for future employment.

HRTM 4999. Senior Capstone Experience**3 Credits (3)**

Synthesizes all previous work. Students apply multi-disciplinary principles to the analysis of hospitality business cases and tourism problems.

Prerequisite: HRTM 4998.

Learning Outcomes

1. Apply the ethical lens framework to business decisions.
2. Evaluate the importance of the effects of the Covid-19 pandemic, diversity, equity, and inclusion, the guest service experience, including service failure, and recovery, innovation, technology, corporate social responsibility, business models, and other trends to the hospitality and tourism industry.
3. Use research and the case study method to analyze hospitality business issues and trends.
4. Present case and research findings in a professional manner
5. Write professional reports.

HRTM 501. The Hospitality Industry and Sustainable Competitive Strategy**3 Credits (3)**

An examination of the hospitality industry, and its contemporary strategic management principles and practices. Key components, industry organization, and competitive environment of the hospitality industry are analyzed. Strategic decision making principles are examined to create sustainable competitive advantages for hospitality and service industry leaders and organizations. Restricted to: HRTM Minor or Master of Science in Family and Consumer Sciences majors.

Learning Outcomes

1. Analyze key components, industry organization, and competitive environment of the hospitality industry.
2. Examine strategic decision making principles to create sustainable competitive advantages for hospitality and service industry leaders and organizations

HRTM 505. Hospitality Research Methods & Analysis**3 Credits (3)**

Application of appropriate statistical procedures and research methodologies within the hospitality industry. Restricted to: HRTM Minor or Master of Science in Family and Consumer Sciences majors.

Learning Outcomes

1. Analyze hospitality operational data.
2. Develop the framework for researching hospitality operations and organizations.
3. Implement appropriate statistical procedures and research methodologies to hospitality operations.
4. Examine problems in hospitality, formulate and clarify research topics to address these problems.

HRTM 506. Contemporary Global Issues in Hospitality**3 Credits (3)**

Contemporary issues confronting the global hospitality industry. Restricted to: HRTM minor or Master of Science in Family and Consumer Sciences majors.

Learning Outcomes

1. Discuss contemporary issues confronting the global hospitality industry.
2. Project how contemporary global issues will impact hospitality organizations.
3. Evaluate new developments in hotel and restaurant management

HRTM 510. Hospitality Cost Control**3 Credits (3)**

Familiarizes students with all aspects of cost control including financial data entry and hospitality accounting practices, financial report production, analysis and problem solving. Students will learn to understand the roles of the various stakeholders (owners, managers, employees and customers). Provides tools needed to communicate effectively about global financial issues affecting the hospitality business. Same as HRTM 410 with additional work for graduate credit. Consent of Instructor required.

HRTM 512. Beverage Management**3 Credits (3)**

Survey of all aspects of beverage management, including wine/beer/ distilled spirits origins and trends, cost control, bar management, beverage purchasing, and wine appreciation. Same as HRTM 412 with additional work for graduate credit. Consent of Instructor required.

HRTM 5120. Hospitality Services Management**3 Credits (3)**

This course explores and applies the design and management of service quality in global hospitality organizations. Restricted to: HRTM Minor or Master of Science in Family and Consumer Sciences majors.

Learning Outcomes

1. Investigate the design and management of service quality in global hospitality organizations to create authentic and memorable hospitality experiences.
2. Design and manage service delivery systems to create a culture of service excellence
3. Define and discuss the relationship between service and financial performance in hospitality organizations

HRTM 5130. Hotel Operations II**3 Credits (3)**

The duties and administration of a hotel front office, including housekeeping. Additional focus on the procedures of reservations and night audit. Students also gain exposure to property management systems. Same as HRTM 4130 with additional work for graduate credit. Consent of Instructor required.

Learning Outcomes

1. Describe day-to-day responsibilities for a hotel General Manager.
2. Explain departmental competencies for a hotel (Human Resources, Accounting, Revenue Management, Sales and Marketing, Front Office, Housekeeping, Food and Beverage, and Property Operation and Maintenance).
3. Compare and contrast management roles and responsibilities between limited service and full service hotels.
4. Describe hotel organizational, ownership, and franchising structures and their effect on hotel operations.
5. Explain the role of service throughout hotel operation departments.

HRTM 5140. Hotel Revenue and Sales Management**3 Credits (3)**

Examines methods used for profitably managing capacity, including dynamic pricing and allocation of the rooms inventory across market

segments to maximize revenues. Focuses on the integration of revenue management principles with information technology, management, marketing and sales concerns at the property and market level. Same as HRTM 4140 with additional work for graduate credit. Consent of Instructor required.

Learning Outcomes

1. Describe and discuss the role and function of revenue management in a hotel organization.
2. Evaluate pricing techniques and effects on demand.
3. Determine market segmentation for a hotel.
4. Demonstrate inventory management strategies.
5. Discuss legal and ethical aspects of revenue management.
6. Perform various analysis for a hotel as a function of revenue management.
7. Evaluate distribution channels for hotels.
8. Evaluate and recommend revenue management techniques.

HRTM 5145. Resort Management

3 Credits (3)

This course introduces students to the operation and management of full service resort properties, including the management of resort recreational amenities. Consent of instructor required. Must be in Graduate Student standing to enroll. Same as HRTM 4145 with additional work for graduate credit.

Learning Outcomes

1. Explain differences in operations and management between resorts and hotels.
2. Identify and explain concepts and terminology for various resort amenities and activities.
3. Evaluate resort amenities and activities for various market segments.
4. Identify and discuss trends in the resort industry.
5. Describe best practices in resort management.
6. Evaluate resort amenities, activities, markets and products.

HRTM 515. Applied Management Project

3 Credits (3)

Students will develop a project scope based on problems presented within the hospitality industry. Projects incorporate concepts and skills developed in previous coursework. Students will take this course in their last semester of the Master of Hospitality Degree. Restricted to: HRTM minor or Master of Science in Family and Consumer Sciences majors.

Learning Outcomes

1. Develop a project scope based on problems presented within the hospitality industry.
2. Use collaborative problem solving to execute the project.
3. Define and identify a business research problem and explain its importance to study.
4. Identify sources and strategies for locating related literature.
5. Plan research regarding the business problem.
6. Write the professional paper.
7. Present the professional paper.

HRTM 516. Hotel, Restaurant and Tourism Industry Purchasing, Selection and Procurement

3 Credits (3)

Purchasing methods for the hotel, restaurant and tourism industries based on standards of quality, grade, care, and storage for food and nonfood supplies. Purchasing, installation, operation, and care of large foodservice equipment.

Learning Outcomes

1. Differentiate purchasing functions in different types of hotel, restaurant and tourism operations and determine how internal and external forces impact purchasing decisions.
2. Outline and describe the duties and responsibilities of hotel, restaurant and tourism purchasing managers.
3. Develop product recommendations for hotel, restaurant and tourism food and equipment through the use of various product evaluation methods.
4. Identify examples of unethical purchasing practices throughout history, research present a code of purchasing ethics for a hotel, restaurant or tourism company.
5. Analyze hotel, restaurant and tourism industry supplier selection criteria and recommend a supplier based on those criteria.
6. Apply mathematical models to calculate recipe costs as well as order quantities and times. Determine how to reduce AP prices.
7. Outline and describe each step of the flow of inventory and determine which controls are needed for security of inventory.
8. Explain product grades and explain grading procedures and procurement criteria for meats, poultry, eggs, dairy, produce, marine products, groceries, and nonfood items.

HRTM 5210. The Hospitality Industry and Sustainable Competitive Strategy

3 Credits (3)

An examination of the hospitality industry, and its contemporary strategic management principles and practices. Key components, industry organization, and competitive environment of the hospitality industry are analyzed. Strategic decision making principles are examined to create sustainable competitive advantages for hospitality and service industry leaders and organizations. Restricted to: HRTM Minor or Master of Science in Family and Consumer Sciences majors.

Learning Outcomes

1. Analyze key components, industry organization, and competitive environment of the hospitality industry.
2. Examine strategic decision making principles to create sustainable competitive advantages for hospitality and service industry leaders and organizations.

HRTM 5220. Contemporary Global Issues in Hospitality

3 Credits (3)

Contemporary issues confronting the global hospitality industry. Restricted to: HRTM minor or Master of Science in Family and Consumer Sciences majors.

Learning Outcomes

1. Discuss contemporary issues confronting the global hospitality industry.
2. Project how contemporary global issues will impact hospitality organizations.
3. Evaluate new developments in hotel and restaurant management.

HRTM 5230. Hotel, Restaurant and Tourism Industry Purchasing, Selection and Procurement

3 Credits (3)

Purchasing methods for the hotel, restaurant and tourism industries based on standards of quality, grade, care, and storage for food and nonfood supplies. Purchasing, installation, operation, and care of large foodservice equipment. Same as HRTM 4230 with additional work for graduate credit.

Learning Outcomes

1. Differentiate purchasing functions in different types of hotel, restaurant and tourism operations and determine how internal and external forces impact purchasing decisions.
2. Outline and describe the duties and responsibilities of hotel, restaurant and tourism purchasing managers.
3. Develop product recommendations for hotel, restaurant and tourism food and equipment through the use of various product evaluation methods.
4. Identify examples of unethical purchasing practices throughout history, research present a code of purchasing ethics for a hotel, restaurant or tourism company.
5. Analyze hotel, restaurant and tourism industry supplier selection criteria and recommend a supplier based on those criteria.
6. Apply mathematical models to calculate recipe costs as well as order quantities and times. Determine how to reduce AP prices.
7. Outline and describe each step of the flow of inventory and determine which controls are needed for security of inventory.
8. Explain product grades and explain grading procedures and procurement criteria for meats, poultry, eggs, dairy, produce, marine products, groceries, and nonfood items.

HRTM 5240. Sustainability in the Hospitality Industry**3 Credits (3)**

This course provides a summary and definition of the concept and roots of sustainability and climate change as well as their impact and effect on the hospitality industry while providing the rationale for sustainable development for the industry. A review of environmentally sound management strategies for all operational management areas ranging from eco-design, energy, waste and water management, food security, sourcing of agricultural products leads to a detailed strategy for planning and evaluating the sustainability of a hospitality operation in terms of corporate responsibility and social entrepreneurship. The content is focused on a global perspective of sustainability in the industry. Same as HRTM 4240V with additional work for graduate credit.

Learning Outcomes

1. Recognize, interpret and summarize the global challenges facing the hospitality industry caused by climate change driving the need for sustainability in the industry.
2. Explain implementation strategies for responsible environmentally sound hospitality management practices for hotel, food and beverage and tourism businesses.
3. Evaluate sustainable development practices and the importance of personal and corporate social development.
4. Analyze, evaluate and communicate the sustainability practices of a hospitality operation.

HRTM 5310. Beverage Management**3 Credits (3)**

Survey of all aspects of beverage management, including wine/beer/distilled spirits origins and trends, cost control, bar management, beverage purchasing, and wine appreciation. Same as HRTM 4310 with additional work for graduate credit. Consent of Instructor required.

Learning Outcomes

1. Understand basic principles that lead to success in the beverage business.
2. Understand the importance of sustainability in beverage businesses.
3. Identify concepts and principles applied in global and sustainable hospitality organizations.

4. Describe and demonstrate the fundamental principles of ethical leadership.
5. Create favorable guest experiences by applying professional service management techniques.
6. Organize, analyze and interpret information to formulate rational solutions and clear logical decisions.
7. Demonstrate effective written, visual and interpersonal communication skills.
8. Apply relevant technologies to enhance organizational performance in a competitive environment.

HRTM 536. Sustainability in the Hospitality Industry**3 Credits (3)**

This course provides a summary and definition of the concept and roots of sustainability and climate change as well as their impact and effect on the hospitality industry while providing the rationale for sustainable development for the industry. A review of environmentally sound management strategies for all operational management areas ranging from eco-design, energy, waste and water management, food security, sourcing of agricultural products leads to a detailed strategy for planning and evaluating the sustainability of a hospitality operation in terms of corporate responsibility and social entrepreneurship. The content is focused on a global perspective of sustainability in the industry.

Learning Outcomes

1. Recognize, interpret and summarize the global challenges facing the hospitality industry caused by climate change driving the need for sustainability in the industry.
2. Explain implementation strategies for responsible environmentally sound hospitality management practices for hotel, food and beverage and tourism businesses.
3. Evaluate sustainable development practices and the importance of personal and corporate social development.
4. Analyze, evaluate and communicate the sustainability practices of a hospitality operation.

HRTM 5410. Hospitality Cost Control**3 Credits (3)**

Familiarizes students with all aspects of cost control including financial data entry and hospitality accounting practices, financial report production, analysis and problem solving. Students will learn to understand the roles of the various stakeholders (owners, managers, employees and customers). Provides tools needed to communicate effectively about global financial issues affecting the hospitality business. Same as HRTM 4410 with additional work for graduate credit. Consent of Instructor required.

Learning Outcomes

1. Describe all aspects of the cost control planning process including financial data entry techniques and hospitality accounting practices.
2. Construct, calculate and interpret common hospitality industry financial reports.
3. Compare and contrast the roles of various stakeholders (owners, managers, employees and customers).
4. Facilitate and communicate effectively with stakeholders local, national and global financial issues affecting the hospitality industry.

HRTM 5420. Hospitality Research Methods & Analysis**3 Credits (3)**

Application of appropriate statistical procedures and research methodologies within the hospitality industry. Restricted to: HRTM Minor or Master of Science in Family and Consumer Sciences majors.

Learning Outcomes

1. Analyze hospitality operational data.
2. Develop the framework for researching hospitality operations and organizations.
3. Implement appropriate statistical procedures and research methodologies to hospitality operations.
4. Examine problems in hospitality, formulate and clarify research topics to address these problems.

HRTM 550. The World of Hospitality Higher Education**3 Credits (3)**

Survey of the history, organization, and administration of hospitality higher education programs. Explores differences between types of degree programs – associate, bachelor, graduate and sources of funding – public, private, proprietary. Investigates the role of the faculty member in non-instructional activities, such as working with administrative and support departments, accreditation, service, community outreach, fundraising, and industry relations. Restricted to: HRTM Minor or Master of Science in Family and Consumer Sciences majors.

Learning Outcomes

1. Discuss the history of higher education and hospitality management programs.
2. Analyze how general higher education principles, laws, and finance apply to hospitality management programs.
3. Compare the characteristics, administration, and operations of programs based on type of degrees offered.
4. Compare the characteristics, administration, and operations of programs based on sources of funding.
5. Analyze the role of the faculty in hospitality education in collaborating with various educational departments and support services.
6. Analyze the role of the faculty in hospitality education in collaborating with external stakeholders.

HRTM 5510. The World of Hospitality Higher Education**3 Credits (3)**

Survey of the history, organization, and administration of hospitality higher education programs. Explores differences between types of degree programs – associate, bachelor, graduate and sources of funding – public, private, proprietary. Investigates the role of the faculty member in non-instructional activities, such as working with administrative and support departments, accreditation, service, community outreach, fundraising, and industry relations. Restricted to: HRTM Minor or Master of Science in Family and Consumer Sciences majors.

Learning Outcomes

1. Discuss the history of higher education and hospitality management programs.
2. Analyze how general higher education principles, laws, and finance apply to hospitality management programs.
3. Compare the characteristics, administration, and operations of programs based on type of degrees offered.
4. Compare the characteristics, administration, and operations of programs based on sources of funding.
5. Analyze the role of the faculty in hospitality education in collaborating with various educational departments and support services.
6. Analyze the role of the faculty in hospitality education in collaborating with external stakeholders.

HRTM 598. Special Research Programs**1-4 Credits**

Individual investigations, either analytical or experimental. Maximum of 4 credits per semester and no more than 6 credits toward a degree.

Prerequisite: consent of instructor.

HRTM 5991. Special Research Programs**1-4 Credits (1-4)**

Individual investigations, either analytical or experimental. Consent of instructor required. Maximum of 4 credits per semester and no more than 6 credits toward a degree.

Learning Outcomes

1. Explain and deliver a summary and definition for planning research in hospitality and tourism.
2. Demonstrate effective academic reading skills, articulate your research goal, define parameters and organization for your literature search, appropriately document and cite sources from your search.
3. Develop a topic statement and the framework for researching specific hospitality operations and organizations.
4. Design and implement appropriate statistical procedures and research methodologies to hospitality operations.
5. Evaluate problems in hospitality, formulate and clarify research topics to address these problems.

HRTM 5992. Applied Management Project**3 Credits (3)**

Students will develop a project scope based on problems presented within the hospitality industry. Projects incorporate concepts and skills developed in previous coursework. Students will take this course in their last semester of the Master of Hospitality Degree. Restricted to: HRTM minor or Master of Science in Family and Consumer Sciences majors.

Learning Outcomes

1. Develop a project scope based on problems presented within the hospitality industry.
2. Use collaborative problem solving to execute the project.
3. Define and identify a business research problem and explain its importance to study.
4. Identify sources and strategies for locating related literature.
5. Plan research regarding the business problem.
6. Write the professional paper.
7. Present the professional paper.

HRTM 5996. Special Topics**1-4 Credits (1-4)**

Specific subjects and credits to be announced in the Schedule of Classes. Consent of instructor required. Maximum of 4 credits per semester and a total of 9 credits toward a degree. May be repeated up to 9 credits.

Learning Outcomes

1. Varies

HRTM 5998. Graduate Hospitality Internship**3 Credits (3)**

Hospitality and tourism industry professional, structured and supervised work experience for HRTM graduate students only.

Learning Outcomes

1. Develop and apply interviewing and negotiating skills during the process of seeking and being hired into an internship.
2. Recall and explain the strengths and weaknesses of departments and work units from the hospitality operation in which they interned.

3. Describe and explain interactions with the hospitality operation's guests and the development of a positive service oriented attitude as well as be able to describe the service management delivery system.
4. Compare and contrast the management styles, leadership skills, and effectiveness of supervisors and managers. analyze which type of style or skill fits best with their style.
5. Analyze which styles and leadership skills best fit their personal management abilities.
6. Identify new and different experiences encountered during the internship, distinguish the positive and negative aspects of the experience, and appraise these experiences as to their value to their future hospitality management career.
7. Apply coursework related knowledge to demonstrate coursework related knowledge to the internship position.
8. Synthesize the total internship learning experience by completing a comprehensive management report.

HRTM 5999. Master's Thesis

1-6 Credits (1-6)

Thesis. Consent of instructor required. May be repeated up to 6 credits.

Learning Outcomes

1. Varies

Name: Dr. Jean Hertzman, Director

jhertzma@nmsu.edu

Office Location: Gerald Thomas Hall 138B

Phone: (575) 646-4786

Website: <http://aces.nmsu.edu/academics/shrtm/>