Program Policy Statement

Master of Science in Hospitality Business Management & Master of Business Administration

Part I. Program History

1. Statement of purpose and expectation of graduate study in the program.

   Purpose:
   As the experience economy gains steam, the business of delivering experiences has become imperative. The mix of experiential services management and business administration provides a powerful combination of skills that can be applied in several sectors of industry. The Master of Science in Hospitality Business Management provides the foundation for understanding experiential service management, while the Master of Business Administration provides an outside-in perspective of business skills to apply in this area. Together, they complement one another effectively. The Department of Hotel, Restaurant and Institutional Management in conjunction with the Graduate and Executive Programs division of the Lerner College of Business and Economics offers a powerful and innovative Dual Master of Science in Hospitality Business Management and a Master of Business Administration program that integrates the hospitality domain with the depth and breadth of business administration skills.

   Using an MBA, students can delve into a greater detail across functional areas such as Accounting, Finance, Marketing and Organizational Behavior, while simultaneously integrating them into the experiential hospitality services domain. In today's information economy, the ability to offer experiences is clearly evident. In an environment where commoditization of services is rampant, integration of the knowledge pertinent to experiential service delivery combined with sound business fundamentals becomes critical. The following underscore the rationale towards offering a Dual MS-HBM and MBA:

   A. Functional Depth: Students who complete the MS-HBM can pursue greater depth of functional areas through the additional credits that they have to take to meet MBA completion requirements. This can enable them to choose a particular area of expertise and position themselves effectively. For example, a student seeking to pursue Human Resource Management will learn the importance of people in experiential services management, but can use some of the additional credits in the MBA to hone in his/her knowledge and skills.

   B. Benefits for Non-Business Undergraduate Students: Students who do not have business management undergraduate degrees can familiarize themselves at greater depths as a result of the added credits required in the MBA set of courses. For example, a student with a background in Law (who has completed the MS-HBM program) can build on business management depth to a greater extent with the Dual MS-HBM and MBA.

   C. Outside-In Perspective: The MBA addition enables dual degree students to see the experiential hospitality services industry from an outside-in perspective since all courses are taken at Lerner College, but outside the Department of HRIM. The application generic business principles and practices become more salient here. For example, the application of service optimization

techniques can be studied in a multi-industry format, which enables the student to see what is being done in other industries.

In summary, the dual MS-HBM and MBA program can be an effective combination for students seeking a more precise understanding of experiential hospitality services while also wanting functional depth and an outside-in perspective to solving problems. Non-business and hospitality undergraduate majors can use the dual degree to develop a broader knowledgebase of business fundamentals. If you have questions, please contact any of the following faculty and staff:

Dr. Francis Kwansa	Dr. Srikanth Beldona	Mrs. Donna Laws
Interim Chair	Director of Graduate Studies	Business Administrator
Raub Hall	Raub Hall	Raub Hall
(302)831-6083	(302)831-6192	(302) 831-6747
kwansa@udel.edu	beldona@udel.edu	dlaws@udel.edu

There is a Graduate Student Orientation meeting scheduled during the beginning of the fall semester that is designed for new graduate students to meet current graduate students, faculty and staff. The students receive a brief introduction to the HRIM department and the Dual MS in HBM and MBA program. There is an MBA orientation program the following day as well. Faculty will deliver brief presentations of their expertise and research interests for students to make effective decisions pertaining to their research projects. This meeting also offers us an opportunity to answer questions about such items as student parking, course registration and other pertinent questions.

Expectation:
The expectation of the graduate program is first to develop students for successful careers in positions demanding strong analytical and decision-making skills such as consultants, revenue optimization specialists, e-marketing specialists, social media managers, project managers, business analyst; and second to offer high-quality, professional-level instruction for current hospitality managers seeking to further their education by enhancing their analytical and decision-making capabilities for corporate level positions. It is also designed to provide students interested in future doctoral work in hospitality and tourism management with a good foundation toward that goal.

2. Date of Permanent Status (or current status).

   The MS in Hospitality Business Management Program was granted approval by the Faculty Senate in 2012.

3. Degrees offered (include brief description of concentrations, fields, etc.).

   Students who graduate from this program will receive a Dual Master of Science in Hospitality Business Management and a Master of Business Administration. Please be aware that the University requires that graduate students achieve an overall cumulative grade point index of at least 3.0 for graduation. It is the student's responsibility to consult the UD graduate catalog for all academic requirements and policies.

Part II. Admission

A. Admission Requirements (be specific about GRE, GMAT, and TOEFL Scores, G.P.A and others).

Qualified applicants for admission to the Dual MS in Hospitality Business Management and Master of Business Administration program must:

- Supply all information required by the University for admission to a graduate program as stated in the University of Delaware Catalog.
- Hold the equivalent of a 4-year U.S. Bachelor's Degree from an accredited college or university.
- Submit a Graduate Admission Application and official transcripts of all previous academic work.
- Submit official results of the Graduate Records Examination (GRE) or the Graduate Management Admission Test (GMAT).
- Submit three letters of recommendation from faculty and/or employers.
- Submit a resume and application essays on the following topics:

    - What are your career objectives and how will a Dual MS in Hospitality Business Management and Master of Business Administration help you achieve your goals?
    - Describe a particular challenging experience and how you handled that experience.
    - Describe any special circumstances related to your academic record that you think the admissions committee should consider.

Applications can be submitted before taking the GRE or GMAT. Please indicate on your application the scheduled date of your GRE or GMAT exam. However, late exam submission will delay application processing and the admission decision.

Admission to the program is selective and competitive based on the number of applicants and the limits of available faculty and facilities. Those who meet stated minimum academic requirements are not guaranteed admission, nor are those who fail to meet those requirements necessarily precluded from admission if they possess other appropriate strengths. Admission decisions are made by the HRIM Department Graduate Committee and based upon a number of factors, including the applicant's GRE or GMAT, college transcripts, application essays, relevant work experience and letters of recommendation.

Prospective full-time candidates are admitted for fall semester only. Part-time candidates may also begin in the fall semester.

Candidates for admission need not have majored in HRIM previously, but they will be expected to possess:
- Strong written and oral communications skills
- A minimum of 160 in Verbal and 148 in Quantitative Reasoning on the GRE is preferred As for GMAT, a minimum of 550 is preferred with 50% or above in each sub-score (Verbal and Quantitative).
- Acceptable evaluation of three (3) letters of recommendation

- Students whose first language is not English must achieve a minimum score of 100 on the Test of English as a Foreign Language (TOEFL). A minimum score of 7.5 on the IELTS is also acceptable.

B. Prior degree requirements.

Applicants need not have majored in any specific undergraduate field. The following should be considered as preferred minimum levels for admission:

- A minimum overall undergraduate GPA of 3.0 (out of 4.0)
- A Bachelor's degree from an accredited college or university

C. Application deadlines.

Application review will begin on February 15, 2013. Applicants who apply early may receive early notifications of decisions on a rolling basis.

4. Special competencies needed (i.e., specific courses or experience).

Incoming students are expected to have:
- Mathematical ability (a minimum level of math equivalent to MATH 114)
- An understanding of computer systems and basic applications, such as word processing and spreadsheets (equivalent to CISC 101, CISC 105 or ACCT 160)
- Knowledge of business or industry fundamentals (equivalent to HRIM 187 or BUAD 100).

Appropriate credit and non-credit courses are available at UD to students with deficiency in any of these areas.

5. Admission categories (explain other than regular such as provisional).

In special cases, provisional admission to the program may be offered with specific requirements necessary to receive regular standing articulated in advance of the student's provisional admission. See the Graduate Admissions Categories. Applicants, especially international applicants, may be granted Conditional Admission while enrolled in the English Language Institute at UD to complete the English language requirements.

6. Other documents required (i.e., letters of recommendation, essays, portfolios, interviews, writing assessments, etc.).

Original transcript(s), three (3) letters of recommendation, official GRE or GMAT scores, work experience documentation, essays and all other pertinent documentation as outlined in the Admissions application are required.

Part III. Academic (present all information separately for each degree) Degree Requirements List course requirements according to categories such as core requirements, concentration options, electives, research credits and dissertation credit requirements. List number of credits in each category and include total credits required for degree. Give non-registered requirements in detail; includes residency requirements, qualifying examinations (number and format), portfolios, seminars, English proficiency, language requirements, teaching experience, internships, etc. Give procedure for petitions for variance in degree requirements (e.g., course substitution policies, completion deadlines, etc.). Define any grade minimums in courses that are different from University policy. Identify any courses, which may not be used towards the degree (i.e., independent study, pre-candidacy study). Identify expectations of facility of expression in English (oral and written) as part of the degree requirement. B. Committees for exams, thesis, or dissertations Identify initial procedure for advisor and advisement procedures. Identify each student committee needed and procedures for selecting committee members. Give deadlines for establishing and preparation requirements for comprehensive examinations. Give policies for dates of examinations, grading of committee examinations and retake options.

一. Give guidelines for approving research proposals involving human or animal subjects.
一. Define procedures for thesis/dissertation approval in the department (e.g., role of department chair, dean, etc.).
一. Define departmental and student obligations for finding committee members.
一. Define departmental and student obligations and procedures for changes in committee members.
一. C. Timetable and definition of satisfactory progress towards the degree
一. Academic load (full & part-time) expectations. Define normal progress. Define departmental review procedures for evaluating normal progress and evaluation of performance.
一. Grade requirements (general and specific). Include any special departmental expectations such as minimum grades in specific courses, limits on special problem courses, etc.
一. Thesis/dissertation progress timetable guidelines.
一. Thesis/dissertation defense guidelines.
一. Forms required.
一. Identify consequence for failure to make satisfactory progress.
一. Protocol for grievance procedure if student has been recommended for termination for failure to make satisfactory progress.

> The Dual MS in Hospitality Business Management and Master of Business Administration requires 60-credit hours, 30 from each program. Each program's requirements are listed below;
>
> MS-HBM (30 Credits)
>
> 24 credits focusing on the hospitality industry and 6 credits that are general business oriented and can be applied to the hospitality domain. Of the 24 hospitality industry credits, 3 credits will focus on industry fundamentals and structure, 12 credits specific to functional domains in the hospitality industry namely, marketing, finance, strategic management and information technology, 9 credits focusing on data analysis and project management applications and one research project. Of the 6 credits from general business, 3 will focus on decision making and support and the other 3 credits will serve as an elective for students to choose an additional skill. All hospitality credits will focus on imparting content pertaining to the hospitality industry domain knowledge and analytical tools for decision making.
>
> MBA Degree (30 Credits) – Conditional upon completing 30 Credits from MS-HBM.

6 ACCT, 12 BUAD, 3 ECON and 3 FINC Credits to make up for 24 overall required functional credits. 6 additional non-HRIM credits for interest area purposes.

When enrolling for the semester in which the degree will be conferred, check with the graduate office in Hullihen Hall to complete process for graduation.

Dual MBA / MS in Hospitality Business Management Degree

MBA (48 Credits)	MS in Hospitality Business Management (30 Credits)	Dual MBA/MS in HBM (60 Credits)
ACCT 800 Financial Reporting and Analysis ACCT 801 Mgt. Control Systems BUAD 820 Data Analysis and Quality Mgt. BUAD 831 Operations Mgmt. and Mgmt. Science BUAD 840 Ethical Issues in Domestic & Global Business BUAD 870 Understanding People in Organizations BUAD 880 Marketing Mgt. BUAD 890 Corporate Strategy FINC 850 Financial Mgt. ECON 503 Economic Analysis for Business Policy International Elective (3) Non-Financial Elective (3) Elective (3) Elective (3) Elective (3) Elective (3)		ACCT 800 Financial Reporting and Analysis (3) ACCT 801 Management Control Systems (3) ECON 503 Economic Analysis for Business Policy (3) BUAD 870 Understanding People in Organizations(3) BUAD 880 Marketing Management (3) BUAD 840 Ethical Issues in Domestic & Global Business (3) FINC 850 -Financial Management (3) BUAD 831 –Operations Mgmt. and Mgmt. Science (3) International Elective (3) Non-HRIM Lerner College Elective 1 (3) **Total = 30 Credits** Courses marked in Gray are NOT offered in the MS Program in HBM.
	HRIM 601Advanced Hospitality Product Management (3) HRIM 602 Interactive Hospitality Services Marketing (3) HRIM 604 Issues in Hospitality Financial Management (3) HRIM 687 Management Systems in the Hospitality Industry (3) HRIM 603 Strategic Hospitality Management (3) HRIM 642 Project Management Applications in Hospitality(3) HRIM 648 Data Analysis in Hospitality(3) MISY 830 Decision Support and Analysis (3) BUAD/ECON/MISY/FINC/ACCT XXX Elective(3) HRIM 866 Individual Research Project	HRIM 601 Advanced Hospitality Product Management (3) HRIM 602 Interactive Hospitality Services Marketing (3) HRIM 604 Issues in Hospitality Financial Management (3) HRIM 687 Management Systems in the Hospitality Industry (3) HRIM 603 Strategic Hospitality Management (3) HRIM 642 Project Management Applications in Hospitality(3) HRIM 648 Data Analysis in Hospitality(3) MISY 830 Decision Support and Analysis (3) BUAD/ECON/MISY/FINC/ACCT XXX Elective(3) HRIM 866 Individual Research Project **Total = 30 Credits**

Program Planning Guide

HOTEL, RESTAURANT AND INSTITUTIONAL MANAGEMENT
MASTER OF SCIENCE
HOSPITALITY BUSINESS MANAGEMENT

Name of Student: _____   GPA: _____

Student ID #: _____   Catalog Date: _____

Name of Advisor: _____   Date Advised: _____

Fall		
___ ___ Advanced Hospitality & Tourism Product Management	HRIM601	3
___ ___ Management Systems in the Hospitality Industry	HRIM687	3
___ ___ Project Management Applications in Hospitality	HRIM642	3
___ ___ Interactive Hospitality Services Marketing	HRIM602	3
	Total	12
Winter		
___ ___ *Special Problem (Individual Research Project)	HRIM866	3
	Total	3
Spring		
___ ___ Data Analysis in the Hospitality Industry	HRIM648	3
___ ___ Issues in Hospitality Finance Management	HRIM604	3
___ ___ Strategic Management in the Hospitality Industry	HRIM603	3
___ ___ Lerner College Elective	*******	3
	Total	12
Summer		
___ ___ Decision Support and Analysis	MISY830	3
	Total	3
	Program Total	**30**

*As part of the Special Problem– Individual Research Project course, candidates will be expected to develop a research question in consultation with a HRIM faculty member to be approved by the Graduate Director. The candidate will, in consultation with the chosen faculty member, conceptualize, develop and conduct a research study. A grade of B- or higher will be required for successful completion of the course and will be assessed by the designated faculty member. This course must be completed by the end of the spring semester. Please note: The overall GPA requirement is a 3.0 or higher to remain in good academic standing. Students who do not meet 3.0 GPA requirement in the Fall semester will go on probation, but will have the Spring semester to make up for the shortfall in the GPA. In the event that a student does not meet the GPA requirement, the student will be dismissed from the program.

**Suggested Lerner College Electives –

BUAD840 - Ethical Issues in Domestic and Global Business Environments
BUAD811- Globalization and Business
BUAD872 - Organizational Development and Change
MISY850 - Security and Control
MISY87 - High Technology Seminars
ECON801 - Microeconomics
ECON802 - Macroeconomics
FINC850 - Financial Management
ACCT804 - Database Design, Networks and Implementation
ACCT805 - Current Issues in Management Information Systems
ACCT840 - Contemporary Issues in Accounting
BUAD800 - Strategic Thinking for the Executive Leader

Progress towards Degree

Maintenance of steady, reasonable progress towards the degree is the responsibility of the student. A normal load for a regular full-time student will be 12 credits in the fall semester, 3 credits in winter, 12 credits in the spring semester and 3 credits in the Summer semester is imperative for MS-HBM completion. The Dual Degree Path will require an additional 3 credits in the summer after the MS-HBM after which a similar credit distribution can be undertaken in the second year (12 in Fall, 3 in Winter and 12 in Spring) to complete the Dual Degree Requirements in two years.

UD policy requires a graduate student to complete the Dual MS-HBM & MBA within 10 consecutive semesters, beginning at the date of matriculation. A student may request an extension of this time limit by submitting a written request to the Director of Graduate Studies. The Director then forwards the request to the Office of Graduate Studies and that office ultimately notifies the student of the decision to grant or not to grant the extension.

Graduate students are expected to be registered in school continuously while matriculated. However, a student may request a leave of absence for medical or professional reasons. Such request must be sent to the Director of Graduate Studies explaining the reason for the request and duration of the proposed leave. The Graduate Studies Director, in consultation with the Graduate Committee, will forward the committee's recommendation to the Office of Graduate Studies.

Graduate students must maintain a minimum GPA of 3.0 to remain in good academic standing. GPA requirements are monitored by the Office of Graduate Studies according to the Graduate Studies Academic Probation Policy.

Effective Date and Notification to Students:

The requirements and guidelines stated herein are in effect for students entering the graduate program as of September 1, 2013.

All students applying for admission should receive this set of guidelines and information. Copies are available in the Department office.

List of Potential Research Advisors in HRIM for HRIM 866 (Individual Research Project):
The following current full-time faculty members in the HRIM Department are qualified to serve as advisors for research projects:

- Naveed Baqir, Ph.D.   Assistant Professor   Hospitality Information Systems
- Srikanth Beldona, Ph.D.   Associate Professor   Hospitality Marketing
- Fred DeMicco, Ph.D.   Professor   International hospitality management, strategic management
- Francis Kwansa, Ph.D.   Associate Professor   Financial management, accounting
- Robert Nelson, Ph.D.   Associate Professor   Tourism development, tourism policy
- Brian Miller, Ed.D.   Associate Professor   Use of technology in education and training, project management
- Ali Poorani, Ph.D.   Associate Professor   Human resource management, Entrepreneurship, leadership
- Joanne Yoo, Ph.D.   Assistant Professor   Convention marketing, consumer behavior, tourism
- Ron Cole   Assistant Professor   Food and beverage management,

Part IV. Assessment Plan Indicate how the program will be evaluated and assessed. Every learning outcome needs to be assessed in at least two ways. One measure must be a direct measurement (where you can see the student demonstrate their learning). Other measures can be direct or indirect (such as a survey). Success should be measured against the criteria listed including the stated learning outcomes and against whatever objectives have been set forth in the first section of the proposal. Academic units are encouraged to consult with the Center for Educational Effectiveness to develop appropriate learning outcomes, assessment criteria, and benchmarks for success.

Part V. Financial aid

Financial Aid:

Students are encouraged to explore external funding opportunities through their employers or through other granting agencies.

If a student does receive assistantship support or tuition funding, it will be provided in a manner consistent with UD statement on Graduate Student Funding. In particular, "funding may be available for selected students on a continuing basis if the student maintains satisfactory progress toward the completion of the degree." There are 5 aspects of satisfactory progress.

1. Academic performance/grades; a cumulative GPA of 3.0 must be maintained in course work each semester throughout the program;

2. Full compliance with the University's Code of Conduct;

3. Fulfillment of degree requirements, making timely progress in required course work;

4. Satisfactory performance in assistantship assignments;

5. Submission of student initiated annual progress reports signed by the MS in Hospitality Business Management Director in the first year and then by the Director of the MBA Program.

Evaluation of students on contract:

Students on contract will be reviewed at the end of each semester by their assigned faculty member and by the Director of Graduate Studies. Student reviews will be based on the quality and quantity of work they performed for the faculty member.

General Student Responsibilities:

- Students are required to furnish the Department of Hotel, Restaurant and Institutional Management with current addresses and phone numbers. All PNPI data will be maintained in the Department office files.

- Students are expected to monitor their UD email account. Official notices and program information will be sent via UD email.

- Students are responsible for being familiar with the University Academic Regulations for Graduate Students published in the Graduate Catalog.

Part VI. Departmental Operations
A. General student responsibilities
       Up-to-date addresses, etc.
       Laboratories and research equipment.
       Hazardous Chemical Information Act.
       Vehicles.
       Keys, offices, mail, telephone, copy machine, computer terminals, etc.
B. Student government and organizations (both student and professional).
C. Travel for professional meetings or presentations

DEPARTMENT CONTACT INFORMATION

Naveed Baqir	Assistant Professor	(302) 831-6188	mnbaqir@udel.edu	207 Raub Hall
Srikanth Beldona	Associate Professor	(302) 831-6192	beldona@udel.edu	216 Raub Hall
Ron Cole	Assistant Professor	(302) 831-6514	rpc@udel.edu	208 Raub Hall
Joanne Yoo	Associate Professor	(302) 831-6207	jyoo@udel.edu	209 Raub Hall
Fred DeMicco	Professor	(302) 831-6077	fdemicco@udel.edu	115 Raub Hall
Joe DiGregorio	Instructor	(302) 831-0501	jdg@udel.edu	Vita Nova
Debbie Ellingsworth	Instructor	(302) 831-0501	de@udel.edu	Vita Nova
Francis Kwansa	Associate Professor	(302) 831-6083	kwansa@udel.edu	116 Raub Hall

Bernd Mayer	Instructor	(302) 831-0500	bmayer@udel.edu	Vita Nova
Brian Miller	Associate Professor	(302) 831-6186	blm@udel.edu	211 Raub Hall
Robert Nelson	Associate Professor	(302) 831-6455	bnelson@udel.edu	105 Raub Hall
Venka Pyle	Director of Restaurant Operations	(302) 831-0500	vpyle@udel.edu	Vita Nova
Ali Poorani	Associate Professor	(302) 831-6353	poorani@udel.edu	201 Raub Hall
Paul Sestak	Associate Professor	(302) 831-8553	sestak@udel.edu	206 Raub Hall
Paul Wise	Professor Emeritus	(302) 831-6834	pwise@udel.edu	212 Raub Hall
Bill Sullivan	Adjunct Faculty	(302) 831-6077	billsull@aol.com	Courtyard
Donna Laws	Business Administrator	(302) 831-6747	dlaws@udel.edu	104 Raub Hall
Kathi Callahan	Administrative Assistant II	(302) 831-6077	kathical@udel.edu	Raub Hall

DEPARTMENTAL OPERATIONS (MS-HBM COMPONENT)

Copy Machine
Graduate students are encouraged to use the copy machine for work related to their graduate assistantship and the department. Please ask the staff for assistance with a duplicating request. The photocopying machine is delicate, so care must be taken when operating it. If any doubt exists as to its proper usage, please ask the secretarial staff for assistance.

Because of the high volume of material that needs to be duplicated, use of the departmental copier by graduate assistants must be limited to "official business" copying. Many other duplicating machines are located on campus to accommodate your copying needs. This includes copying of class materials, papers, projects, theses and dissertations.

Mail
The University mail service is to be used only for University related business. Mail service is not to be used for projects, theses or dissertations unless part of a faculty supervised project. All graduate students will have assigned mailboxes in the department and they should check them to retrieve departmental and other mail daily.

Letterhead stationery is to be used for official business only. Approval from a faculty member is required for its use.

Graduate Office
A graduate office is available on the second floor for use by all graduate students. It is equipped with furniture, telephone and computers. All graduate students will have keys to Raub Hall. A nominal fee of $5 is charged for each key. The key is not transferable to another person and it is the responsibility of the student to notify the Assistant to the Chair if the key is lost or stolen. Undergraduate and non-HRIM students and are not allowed in the building after hours.

Telephone
Graduate students are free to use the telephone in the grad office for local phone calls; however, long distance calls are not to be made from any of the office telephones. The following are the phone numbers to the department:

HRIM Department (main line):   302-831-6077
Graduate Office: 302-831-6184
Fax (HRIM Dept.):   302-831-6395

New Graduate Student Safety Training
All new, incoming graduate students are required to complete a brief training session related to safety during their first month on campus. The following options are available to students to complete this requirement:
    1. a scheduled HRIM departmental session (see Professor Sestak)
    2. a scheduled session through the office of Occupational Health and Safety
    3. completing this requirement individually online

For option #3 above, contact: www.udel.edu/OHS/safetytraining.html and click on "New Grad Student Orientation". Regardless of the option used, all grad students are required to file a certificate of completion online.

Other Consideration
All graduate students, especially graduate assistants, are considered to be representatives of the HRIM department. This consideration carries with it a certain responsibility for professional conduct. Actions or conduct, considered by the faculty to be against the best interest of the department, will be cause for release from the assistantship, and or disciplinary action.