

**Graduate Program  
Department of Hospitality and Tourism Management  
Mission and Philosophy**

**The graduate program, (MS & Ph.D.), in Hospitality and Tourism Management at Virginia Tech embodies the mission of traditional graduate programs, which is part of comprehensive research-oriented universities, that is; the generation of new knowledge through research. The information below provides a general description of the Department of Hospitality and Tourism Management, the graduate programs offered and the requirements for admission to and completion of graduate degrees.**

The Doctor of Philosophy degree is the highest earned degree offered by universities. It is conferred only for work of distinction in which the graduate degree candidate displays an ability to conduct original research and only in recognition of superior ability and achievement. Graduate degrees are not granted in mere recognition of faithful performance of prescribed course work. There should be a clear and unmistakable evidence of (a) mastery of a broad nature of the entire spectrum of knowledge in the field of hospitality and tourism, and (b) ability to complete significant original research, which should contribute to the existing knowledge in a specific field related to hospitality and tourism. The former is evaluated by written and oral examinations and the latter by a dissertation that should give evidence of considerable conceptual, research and literary skills and for which the candidate is obligated to defend at the conclusion of research. Thus, an ideal candidate for the Ph.D. program is one who has first-hand industry experience, is aware of the contemporary issues and is willing to think about his/her solutions in a logical sequence. Our standards and requirements are designed to bring this about by expanding the student's process of thinking and approach to the understanding of theory and its relationship to practice.

The Master of Science degree is also based on the aforementioned standards, but the extent of the required course work, research and scholarly output is adjusted to meet traditional norms for this degree. Students have the option of following a thesis or non-thesis Masters program. The objective of the MS program is to develop (a) solid academic background in the field of hospitality and related areas and (b) strong research and problem solving skills. Depending upon the student's career and educational goals, completing the MS degree should accomplish one or both of the following purposes: (a) for individuals who have considerable industry experience, it provides an opportunity to continue higher education as well as work on substantive research projects and (b) to serve as a stepping stone for students interested in and capable of pursuing a Ph.D. degree. A thesis based on research, (or, for the non-thesis option, a major paper), is required in partial fulfillment of the Masters degree.

## **Mission Statement**

**The mission statement for the graduate program has emanated from the aforementioned underpinnings and reads as follows:**

For graduate students at the Masters level, the program provides an opportunity for growth as a student and a career-directed individual. The goal is to provide middle management personnel, educators, consultants and researchers to all aspects of the hospitality industry. This goal will be accomplished by providing a stimulating environment that encourages seeking new knowledge and applying it to the needs of the industry. Fulfillment of the goal will occur as a result of considerable interface and focus, in the classroom and out, with industry and educational leaders on issues of immediate and long-term importance to the industry.

At the Ph.D. level, the program provides an understanding of the body of knowledge in the discipline of hospitality and develops abilities to achieve scholarly success. These abilities include competency in research/problem solving and teaching/communication. Ph.D. candidates are expected to recognize and maintain the highest standards of academic/scholarly performance. The goal of the program is to provide educators, researchers and scholars to industry and education. This goal is accomplished by creating a scholarly research environment, which makes available to the student, opportunity for writing, publishing, research, consulting and teaching. The atmosphere is interdisciplinary and incorporates a number of opportunities for a variety of types of information exchange and growth.

One of the basic assumptions utilized in developing the graduate program is that, in addition to the hospitality industry, a primary beneficiary of new knowledge created by research in the academic setting should be the undergraduate student. In light of this belief, one of our most important objectives in implementing the graduate program is to first be able to demonstrate to our undergraduate students, tomorrow's industry leaders, the importance of new knowledge generated by research. To further enhance the classroom experience, it is important to also involve these students, when possible, as participants in the research process.

## **Faculty in Graduate Program**

Today's graduate student, especially those at the Ph.D. level, need individual faculty who are able to help them achieve new levels of knowledge and understanding of the hospitality and tourism industry. Therefore, faculty must have considerable research and subject matter expertise in a discipline or focus area that has a direct link and application to the hospitality and tourism industry. This requires the faculty member to be fully abreast of up-to-date research and information in his/her area of interest and on top of the pending issues related to his/her focus area. This expertise is also essential if the faculty member is to be capable of properly advising students regarding research opportunities, methods and

results which will meet the important requirements of advancing the body of knowledge in the field as well as upholding the highest standards of university research.

We believe that a successful graduate program should lead to the continued growth in expertise in the faculty member's focus area. With each student advised and each project completed there is a strengthening in the depth of research and knowledge capabilities of each faculty member. This generally leads to increased faculty interaction with graduate students followed by the development of improved research projects within the area.

### **Capabilities of Graduates**

Hospitality and tourism graduate courses assume that students have a typical HTM undergraduate education and at least one-year of experience in the hospitality industry. Part of the admission screening process is based on the level and extent of industry experience as well as previous academic preparation. Students who are admitted to the program are required to have core competencies developed from course work in the functional areas of business administration as well as specific academic preparation in hospitality and tourism management. As students complete the graduate program they are expected to develop an expertise in one of the functional areas of management or tourism. For this reason students are assigned a faculty member in their area of interest who will work with them and guide them to specialized area content in hospitality or tourism. This specialization should build a base and carry through to the research work required for completion of the degree. The graduate program in Hospitality and Tourism Management, while encouraging the development of a focus area, is also designed to permit the student flexibility in planning the courses to be included in their program of study so that special interests can be pursued.

In addition to the course work, the MS student is expected to complete a thesis or a paper, which is designed to capitalize upon the expertise captured in the course work process and apply it to the hospitality industry. For example, if a student has pursued an interest in marketing, his/her thesis or paper would be designed to improve the knowledge base regarding the application of marketing theory in the hospitality industry. The thesis is generally the most intense part of the graduate program process, but is most frequently considered the most valuable because it enhances the student's problem solving capabilities. It also assures the student will gain considerable abilities in the analysis and synthesis of knowledge in the context of the hospitality industry. Students under the non-thesis option complete a major paper. Students who would like to pursue a Ph.D. degree should follow the thesis option in their Masters program.

The pattern and structure of the Ph.D. program is similar to that of the Masters. In the case of the Ph.D., the student is expected to achieve a higher level of understanding in the area of focus or expertise. In this case, he/she must be capable of knowing and interpreting the body of literature in his/her area of research. He/She must truly become "the" expert in that area and are expected to know the seminal works and how the literature has evolved to the present. Through the completion of a dissertation, the Ph.D. student is expected to advance the knowledge in the field of hospitality and tourism. The successful completion of the

Ph.D. requires a thorough understanding of the field and the highest development of research skills.

After graduation, it is likely that a student will join the faculty of a college or university that will require research and publication as part of the promotion and tenure process. A major goal of the HTM faculty is to ensure that Ph.D. candidates develop the skills necessary to compete in the modern university environment. It is also likely that new Ph.D. recipients will be required to teach in more than one area. For this reason, doctoral students are required not only to have in-depth knowledge in one functional area, but also to develop a second area in which they are qualified to teach courses. Understanding the importance of good teaching skills, the program seeks to afford doctoral students who plan to join university faculties, the opportunity to teach or assist in the classroom to help develop teaching abilities.

### **The Learning Environment**

We strongly believe in creating an environment in which students can flourish academically and in which there is a constant interaction between faculty and students, resulting in new ideas, concepts and theories. Thus, a dialogue is developed from the time the student enters the program until he/she decides on a research project and sees it through to completion.

Course work is designed to stimulate thinking and the development of new ideas. Graduate courses challenge a student to do his/her utmost. Seminars, presentations and analysis of published reports and journal articles constitute an integral part of all HTM courses.

In addition to teaching opportunities, graduate students may be involved in consulting activities, which, we believe are important for the learning process. Teaching and consulting also provide financial assistance while undertaking graduate studies. We encourage our students to present and publish results of their research at professional meetings. This fosters the sharing of information and exchange of ideas, as well as professional development. The environment that we provide for learning, the course selections, research approach, faculty-student exchange and significance placed on benefits to the hospitality industry continue to guide, direct and shape the learning process.

### **Overview of the Graduate Program**

Students are required to complete basic courses in Hospitality and Tourism Management and then specialize by pursuing a cognate or selected courses from other departments on campus such as finance, forestry, management, marketing, sociology, urban affairs and planning, etc. In general, the course of study is designed to emphasize the general principles of management and decision-making as applied to the Hospitality and Tourism service industry.

Research is required of all graduate students. The research topic depends upon the student's interests, work experience and course of study. The research interests of the faculty members in the department are many and varied. All graduate students are encouraged to select faculty members to serve on their advisory and thesis/dissertation committee who have an academic research and experience record which are consistent with those interests.

## **Department**

The Department of Hospitality and Tourism Management is one of six departments within the Pamplin College of Business. Faculty members in the department and their research interests are listed in this guide. The Department has ties to the Inn at Virginia Tech and Skelton Conference Center which is located on campus. This facility is used as learning laboratories where students take courses and complete internships.

## **Degrees Offered**

The department's graduate programs leading to the Master of Science (thesis and non-thesis) and Doctor of Philosophy are offered on the Blacksburg campus. A Master's of Business Administration concentration in Hospitality Management is offered at Virginia Tech's Northern Virginia Center located in the Washington, D.C. metropolitan area. A complete description of these programs is available in the University's Graduate Catalog and can be obtained by writing to the Graduate School Office: Graduate School, Virginia Tech, 100 Sandy Hall, Blacksburg, VA 24061-0325; Phone: (540) 231-6691. It is also available electronically through the Graduate School, <http://www.grads.vt.edu>

## **Career Opportunities**

Upon completion of the graduate degree, career opportunities exist in middle management staff positions in medium and large corporations. There are also opportunities with consulting firms and suppliers to the hospitality industry. Career opportunities also exist in teaching at the secondary, vocational, and post-secondary levels of education. This includes community college, college and university teaching. Opportunities are also available in the area of research and development at public universities, private corporations and, especially in the area of tourism, at government agencies.

### **Admission Requirements:**

An applicant should meet all the requirements of the Graduate School for admission to the University. A student will be favorably considered for admission to the graduate studies program if he/she:

1. Is a graduate of an institution awarding a baccalaureate degree (for admission to the MS program) or a masters degree (for admission to the PhD program) comparable to that granted by Virginia Tech,
2. Is adequately prepared for advanced study as demonstrated by applicant's previous programs of study and scholastic record,
3. Is recommended for admission by the Graduate committee of the Department of Hospitality and Tourism Management, the Department Head and the Dean of the Graduate School,
4. Has substantive industry work experience,
5. Has taken the Graduate Management Aptitude Test (GMAT) or the Graduate Record Examination (GRE). Test scores for the GMAT are preferred. It is expected that a typical GMAT score of an individual applicant would be 500 for the MS program and 550 for the Ph.D. program. **Applicants taking the GRE must submit test scores for all 3 portions of the examination (verbal reasoning, quantitative reasoning and analytical writing).**
6. Personal interviews may be required.

Students may be admitted for a degree program under the following categories:

1. Regular status – students having a grade point average of 3.0/4.0 or higher during the last two years of their undergraduate work, and whose academic background meets established requirements and is relevant and current.
2. Provisional status, (Masters only) – students having a grade point average of less than 3.0/4.0 or whose academic backgrounds are deficient or not current.

The faculty expects entering graduate students to have successfully completed undergraduate courses in hospitality and tourism management, and business. Prerequisites for admission to the graduate program are shown on a separate sheet in this guide. Students who lack prerequisite courses will be considered for admission, but, if admitted, will be required to complete those courses early in their graduate program.

### **Additional Prerequisites:**

The following are prerequisites for admittance to the HTM graduate program:

1. Work Experience – A minimum of one year of managerial work experience in the hospitality industry.
2. Undergraduate Business Core
  - a. One year of accounting
  - b. One course in marketing
  - c. One course in corporate financial management
  - d. Course work in statistics
  - e. One year of mathematics
  - f. One human resource management course
  - g. One course in strategic management
3. Undergraduate Hospitality core  
Undergraduate hospitality requirements will be determined based on the student's interests and undergraduate background
4. Computer literacy is required (proficiency in word processing, spreadsheets and use of Internet resources)

### **International Students**

Graduate students from different countries are currently enrolled in the Department of Hospitality and Tourism Management. Visiting professors from other countries are involved in graduate teaching and research. International students whose first language is not English or who do not hold a degree from an accredited university where English is the language of instruction are required to submit results of the Test of English as a Foreign Language (TOEFL). A minimum TOEFL score of incoming graduate students is 600.

### **Application Deadlines**

Review of applications will begin on December 15th. Final deadline for application is February 15th. Any applicant wishing to be considered for an assistantship is strongly encouraged to meet the December 15th deadline. The application, official transcripts and GRE or GMAT and TOEFL scores must be submitted to the Graduate School by the date listed above. Applicants should send their letters of recommendation, a copy of their transcripts and any additional information such as resumes directly to the HTM Department. Applicants may be required to appear for an interview before the final decision is made by the committee. Applicants will be notified whether or not they are accepted three to four weeks after the application deadline.

### **Requirements for Graduate Degrees**

The University's requirements for graduate degrees are given in the Graduate Catalog. The total credit hours required for MS and Ph.D. degrees are elsewhere in this guide. A list of courses currently offered by the department is also included. The general

philosophy of the faculty is to provide considerable flexibility to meet individual goals and needs, yet require basic knowledge to assure a quality program. Beyond the basic requirements, credits may be selected from several possible supporting disciplines. In selection of courses, students should seek advice from the graduate advisor and the advisory committee.

## **MS Degree**

### **Typical Progression through the MS Degree**

Upon entering the program, each Masters student works with the Graduate Program Coordinator who will assist the student with understanding the program and selecting initial courses. During the first semester, **(and prior to completing 15 credit hours)**, a permanent advisor will be selected based on the student's area of interest. For the non-thesis option, the advisor will direct the preparation of a program of study and the major paper. Guidelines for the major paper and examples are given in this handbook. The program of study must be submitted to the Graduate School before completing 15 credit hours and must be approved by the Department Head and the Graduate School.

All students working on the master's degree have an advisory committee. The advisor and the advisory committee approve the program of study, provide advice, and periodically assess progress and accomplishments. As early as is practical in the graduate program, the student, with the guidance of the advisory committee, prepares a research proposal for the thesis. This committee consists of at least three members, which are appointed by the Graduate School upon recommendation of the Head of the Department. A faculty member from the HTM Department, who possesses expertise in the area of research to be pursued by the student, will serve as chair of the committee. One faculty member from outside of the department may be included on the student's committee.

Eligibility for continuing in the graduate program includes:

1. no more than one C grade in all required course work and
2. an overall QCA of no less than 3.0/4.0.

Early in the MS program, the student pursuing the thesis option should begin to identify a research topic and consult with his/her academic advisor and advisory committee to determine the suitability of the proposed research interest. Upon agreement of the topic, the student is expected to prepare a formal research proposal and defend it to his/her graduate advisory committee before beginning the research effort. In order for the student to obtain feedback from his or her peers before actually defending the proposal to his/her committee, a presentation in the HTM 5944 Graduate Seminar, under the thesis program, is required. Guidelines for this seminar are available in the HTM department.

After completion of all required courses a student following the thesis option must successfully complete a final oral examination. This examination focuses mainly on the defense of the thesis, although the examination committee, (usually the advisory committee), may question the candidate on any material relevant to the field of study.

Students following the non-thesis option will present a seminar on their major paper in front of the invited audience in conjunction with the HTM 5944 Graduate Seminar.

Refer to Virginia Tech Graduate School Policies and Procedures for further information. This pamphlet may be obtained from the Graduate School.

## **Ph.D. Degree**

### **Advisory Committee**

Students selected for admission to the Ph.D. program are accepted by a faculty member who will be their major professor. This selection is based primarily on the potential of a match between the professor's expertise and the student's interest as expressed on the application for the program. An Advisory Committee consisting of the major professor and at least three other members will be recommended by the Department Head to the Graduate School. This committee advises the student in planning a program of study and in other degree requirements. It also serves as the examining committee for the preliminary and final examinations. A typical committee consists of a minimum of three faculty (including the major professor/chair) from the Department of Hospitality and Tourism Management. It is expected, but not required that the committee include at least one faculty member from outside the student's major. Preference is given to on-campus faculty. The makeup of the advisory committee may be different for the preliminary exams and the dissertation.

The student should consult with his/her major professor in determining the makeup of the advisory committee. Additional information about the advisory committee can be found in the Graduate School catalog.

### **Program of Study**

A Program of Study refers to the plan of course work and any other related experiences that prepare the student for successful completion of the preliminary exams and dissertation defense.

A program of study meeting all department requirements should be submitted to the Graduate School prior to completing 15 credit hours beyond the Masters degree at this University. The program of study must be approved and endorsed by the student's advisory committee, the Department Head, and the Graduate School.

### **Preliminary Examination**

This examination is designed to determine the candidate's ability to progress into the research phase. This examination is scheduled on the first Monday and Wednesday in March and October. If the first Monday and Wednesday in March fall during Spring

Break, the examination will be the second Monday and Wednesday in March. The examination is given in two parts:

1. A written phase, which includes questions in core courses, (taken on Monday), and questions in the area of specialization, (taken on Wednesday), from the advisory committee in subject matter related to the candidate's program. (Students will be allowed two attempts to pass the written phase of the preliminary examination. If a student is unsuccessful on both attempts, he/she will be dismissed from the program.)
2. An oral examination must be scheduled within 30 days of successfully completing the written exam. Requests to schedule the oral prelim must be received by the Graduate School at least two weeks prior to the examination date. Examination cards must be obtained from the Graduate School the day of the exam. (Students will be allowed two attempts to pass the oral preliminary examination.)

At least one-third (32 credit hours) of the required work (including dissertation, HTM 7994) for the degree must be taken between the time of passing the preliminary examination and the completion of work for the degree. Eligibility for continuing in the graduate program includes:

1. no more than one C grade in all required course work
2. an overall QCA of not less than 3.0/4.0
3. successful completion of the written preliminary examination within two attempts and successful completion of the oral preliminary examination within two attempts.

### **Dissertation**

Candidates for the Ph.D. are required to carry out original research which will add to the present body of knowledge in the field of hospitality and tourism management. Students are required to defend their proposal for their dissertation research to their dissertation committee. Prior to this defense they must present their proposal in the HTM 5944 Graduate Seminar. The purpose of this exercise is to provide students with the opportunity to get feedback from peers and faculty before actually defending the proposal to his/her committee. Guidelines for this seminar are available in the HTM Department.

### **Final Examination**

This oral examination is primarily a defense of the dissertation, although the examining committee may test the candidate on any material relevant to the field of study. The examination is scheduled through the Graduate School in the same manner as the written preliminary examination. A final presentation of the dissertation in Graduate Seminar is also required. Graduate School requirements must be met for submission of dissertation. Refer to the Virginia Tech Graduate School Policies and Procedures for further information.

## **Other Information**

### **Recommended Computer Needs for Incoming Graduate Students**

To be able to meet the demands placed on graduate students in HTM, it will be necessary for students to have a computer. The Graduate Curriculum Committee has suggested lists of minimum and recommended computer requirements, which are available from the Department.

### **Graduate Hospitality and Tourism Association**

The Graduate Hospitality and Tourism Association in Hospitality and Tourism Management serves as a forum for graduate student opinion and as a liaison between graduate students and the faculty. Some activities that this association plans and implements are new student orientation, information packets and social events. All graduate students are invited to participate actively in this association.

### **Travel and Tourism Research Association (TTRA)**

The Virginia Tech chapter of TTRA serves as a student organization geared toward travel and tourism research. Activities planned by this association include participation in research seminars, HTM Hospitality and Tourism Week and promoting travel and tourism activities. This is also open to all students in the HTM department.

### **Graduate Assistantships**

The department awards a limited number of teaching/research assistantships to graduate students on a competitive basis. Full-time assistantships normally require 20 hours of work weekly on assignments related to the teaching and research functions of the department. Stipend rates vary each academic year, (9 months). The stipend includes tuition and fees. Assignments are made each semester and the student's performance is evaluated at the end of the semester. With satisfactory performance, students are eligible to be considered for an assistantship according to the following limits:

A student working on his/her M.S. degree is eligible for a maximum of four semesters of assistantship. A student who has completed a M.S. degree in the HTM Department and has been accepted into the Ph.D. program is eligible for a maximum of an additional four semesters of assistantship (unused eligibility at the master's level does not carry over into the Ph.D. level). New students coming into the Ph.D. program who had master's degrees from another university will be eligible for a maximum of six semesters of assistantship.

Graduate Assistantships and tuition scholarships vary with assignments for each semester. Funds are also made available for trips to professional meetings and presentation of research papers. Further information regarding financial aid and assistantships may be obtained from the Graduate Catalog or by contacting the department.

## **Additional Information**

### **The University**

- Located at Blacksburg, Virginia
- Eight colleges and graduate school
- 60 bachelor's degree programs
- 120 master's and doctoral degree programs
- 25,000+ full-time students, making it the largest in the commonwealth
- 16:1 student-faculty ratio
- Main campus includes more than 100 buildings, 2,600 acres, and an airport
- Computing and communications complex for worldwide information access
- Ranked 55th in university research in the United States
- Has adjacent corporate research center

Beginning in 1872 with 132 students and two programs of study, Virginia Polytechnic Institute and State University, popularly known as Virginia Tech, has evolved into a comprehensive university of national and international prominence. With about 25,600 full-time students and the home of groundbreaking research, Tech produces world-class scholarship in a challenging academic environment. University tradition is firmly rooted in our motto, *Ut Prosim* (That I May Serve) and in our land-grant missions of instruction, research, and solving the problems of society through public service and outreach activities.

### **The Community**

Blacksburg is located in the southwestern part of Virginia, about 40 miles from Roanoke, and may be reached via Interstate 81 and U.S. 460 from the east and via Interstate 77 and U.S. 460 from the west. Air transportation is furnished by major airlines at the Roanoke Airport, about 45 minutes from the campus. Bus service is available between the Roanoke Airport and Blacksburg. Numerous recreational facilities are available through the University and in the nearby area.

### **Housing**

A number of apartments and other housing units are available in Blacksburg and the surrounding area. Accommodations may also be obtained in private homes in the community. Students are advised to make housing arrangements early. On campus graduate student housing is available at the Graduate Life Center at Donaldson Brown, <http://www.studentprograms.vt.edu/housing/graduate.php>

### **Application to the Virginia Tech Graduate School**

The Virginia Tech Graduate School strongly encourages individuals interested in graduate programs to apply on-line. Information about graduate programs at Virginia Tech and on-line applications can be found at: <http://www.grads.vt.edu/>

**Master of Science  
Hospitality and Tourism Management  
Thesis Option**

I. **15 HOURS** in Hospitality Management

HTM 5424 – Human Resource Management (MGT 3334 or equivalent)

HTM 5444 – Financial Management in Hospitality Service Industries (FIN 3104 or equivalent)

HTM 5454 – Hospitality Marketing Strategy and Policy (MKT 3104 or equivalent)

HTM 5514 – Contemporary Problems in the Hospitality Industry

HTM 5534 – Strategic Management and Competitive Strategy in the Hospitality Industries (HTM 4534 or equivalent)

II. **3 HOURS** of Statistics

STAT 5634 – Statistics for Behavioral Science (or equivalent)

III. **3 HOURS** of Methodology

HTM 5544 – Research Methods for Hospitality Applications

IV. **9 HOURS** of Specialization

V. **6 HOURS** of Research and Thesis

HTM 5994 – Research and Thesis

VI. **1 HOUR** of Graduate Seminar in Hospitality and Tourism Management

HTM 5944 – Graduate Seminar

**TOTAL HOURS REQUIRED FOR MS DEGREE: 37 HOURS**

**Master of Science  
Hospitality and Tourism Management  
Non-Thesis Option**

The non-thesis option would be available to those considering a terminal graduate degree. This option is for the individual who desires further education in the HTM area. Those interested in further graduate work after the MS should select the thesis option.

I. **15 HOURS** in Hospitality Management

HTM 5424 – Human Resource Management (MGT 3334 or equivalent)  
HTM 5444 – Financial Management in the Hospitality Service Industries (FIN 3104 or equivalent)  
HTM 5454 – Hospitality Marketing Strategy and Policy (MKT 3104 or equivalent)  
HTM 5514 – Contemporary Problems in the Hospitality Industry  
HTM 5534 – Strategic Management and Competitive Strategy in the Hospitality Industries (HTM 4534 or equivalent)

II. **3 HOURS** of Statistics

STAT 5634 – Statistics for Behavioral Science (or equivalent)

III. **3 HOURS** of Methodology

HTM 5544 – Research Methods for Hospitality Applications

IV. **15 HOURS** of Specialization

To include at least 6 hours of HTM courses and HTM 5904 Project and Report (3 Hours)

V. **1 HOUR** of Graduate Seminar in Hospitality and Tourism Management

HTM 5944 – Graduate Seminar

**TOTAL HOURS REQUIRED FOR MS DEGREE: 37 HOURS**

**Ph.D. Program  
Hospitality and Tourism Management**

I. General Core (8 Hours)

- HTM 5944 Graduate Seminar (must be taken twice)
- HTM 6434 Theory Development for Hospitality & Service Management  
(6 graduate credits of Hospitality & Tourism Management courses)
- HTM 6444 Advanced Quantitative Methods for Hospitality Applications  
(STAT 6634)

II. Statistics/Methodology (9 Hours)

Three Courses: Two courses in statistics and one course in methodology

III. HTM Courses (12 Hours)

IV. Specialization (In HTM or Outside HTM or combination) (15 Hours)

A minimum of 6 hours must be HTM courses. At least two 6000 level courses to be selected.

V. Designated Minor (Outside HTM) (9 Hours)

A selection of cohesive interrelated courses.

VI. Development Track (7 Hours)

To be taken for professional development in areas of career interest such as teaching, foodservice, lodging, and field studies, (HTM 5964 - Field Studies in HTM); these can be taken as courses or independent studies.

VII. Dissertation (30 Hours)

**TOTAL HOURS: 90 HOURS**

**NOTE:**

1. Courses should be taken in consultation with the committee and approval of the Head of the Department.
2. Courses cannot be counted twice under any of the above mentioned courses.
3. No more than 9 hours can be taken as independent study courses.
4. Consult graduate catalog for the number of courses that can be transferred.

## Graduate Courses Currently Offered by the Department

**5024 International Service Management:** Overview of the contemporary issues in the international business environment facing multinational service firms in the hospitality industry. These issues include such topics as global strategy formulation and implementation, technology challenges, diversity in customers and employees, political and legal concerns, and effective organizational structures for long-term survival. Pre: Graduate Standing (3H, 3C).

**5414 Chain Management in the Hospitality Industries:** The organization, administration and evaluation of existing and challenging practices, concepts and theories in chain management in the hospitality industries. Pre: 5424, 5444, 5514, 5534. (3H, 3C).

**5424 Human Resource Management:** This course focuses upon the attainment of employees within the hospitality industry. Topics include the processes, practices and legal considerations involved in the employment of people in hospitality organizations. Pre: MGT 3334. (3H, 3C).

**5444 Financial Management in the Hospitality Service Industries:** Fundamentals of financial management as applied to hotels, restaurants, institutions and similar service organizations. Pre: FIN 3104. (3H, 3C).

**5454 Hospitality and Tourism Marketing Strategy and Policy:** Examination of the role of marketing within the strategic planning of hospitality service organizations. Pre: MKTG 3104. (3H, 3C).

**5464 Franchising in Hospitality Management:** Role of franchising in hospitality management. Contemporary issues related to franchising in different segments of the hospitality industry, including franchise concept development, franchisor-franchisee relationship, franchise agreements, operational problems, and international franchising. (3H, 3C). II.

**5514 Contemporary Problems in the Hospitality Industry:** Consideration and analysis of relevant industry problems and issues facing management and personnel in the hospitality industries. Computer literacy required. (3H, 3C).

**5534 Strategic Management and Competitive Strategy in the Hospitality Industries:** To enable students to develop a comprehensive understanding of the concepts of strategic management and competitive strategy as applied to the hospitality industries. Pre: HTM 4534 (3H, 3C).

**5544 Research Methods for Hospitality Applications:** The use of business research methods in the scientific investigation of hospitality related problems. The foundations of research, research design, data collection techniques, sampling issues, statistical techniques and the analysis and reporting of data will be studied. Pre: STAT 5634. (3H, 3C).

**5614 Current Issues in Travel and Tourism Management:** Current issues in the management of travel and tourism services. Environmental trends, planning and development, policy formulation, social and economic impact and marketing of travel and tourism. Pre: HTM 5454, (3H, 3C).

**5904 Project and Report:** Variable credit course.

**5944 Graduate Seminar:** Presentation and critical discussion of current literature and major topics in hospitality and tourism management. The seminar provides a forum for the discussion of research and research problems in hospitality and tourism management and the presentation of research by graduate students. Provides students an opportunity to prepare and present current work related to their thesis and dissertation activities. May be repeated. (1H, 1C).

**5964 Field Study:** Variable credit course. X-grade allowed.

**5974 Independent Study:** Pass/fail only. Variable credit course.

**5984 Special Study:** Variable credit course.

**5994 Research and Thesis:** Variable credit course.

**6414 The Concept of Service in the Hospitality Service Industries:** Seminar in the concept of service and its management. Pre: 5514. (3H, 3C).

**6424 Human Resources Management in the Service Industry:** Examination of research and writings in the area of human resources management in service industries. Issues and opportunities in human resources management distinctive to hospitality service organizations. Pre: HTM 5424 or MGT 5704. (3H, 3C).

**6434 Theory Development for Hospitality & Service Management:** Seminar in theory construction in the areas of hospitality, tourism and service. Emphasis on the identification of relevant interdisciplinary paradigms and theory and the evaluation of social science research. Six graduate credits of hospitality and tourism courses required. (3H,3C).

**6444 Advanced Quantitative Methods for Hospitality Applications:** Methodologies and techniques for analysis, reporting and critiquing hospitality issues using advanced concepts and quantitative methods in the scientific investigation of problems related to hospitality. Pre: STAT 6634. (3H, 3C).

**6454 Hospitality Marketing Research Problems:** Research designs and methodologies for the solution of hospitality industry marketing problems. Analysis and interpretation of marketing research studies. Pre: HTM 5454, STAT 5454. (3H, 3C).

**6534 Advanced Seminar in Strategic Management in the Hospitality Industry:** This seminar is designed to provide an in-depth exploration of the literature and research which has been developing in the context of the hospitality and tourism industry, specifically as it applies to the hotel, restaurant and tourism sectors. Specific methodological approaches encountered in an industry-specific environment will be identified and evaluated. The current state of theory development will be assessed and key issues relevant to further theory building will be explored. The course will be in a seminar format where students will be expected to develop a comprehensive and in-depth understanding of the body of knowledge relative to strategy in the hospitality and tourism industry. Must have the prerequisite or equivalent. Pre: 5534. (4H,3C).

**7994 Research and Dissertation:** Variable credit course.

**Advanced Undergraduate Courses (HTM)**

The following 4000-level course may be taken for graduate credit:

**4424 Events Management:** Management of special events in the hospitality and tourism industry. Students will explore organizational functions necessary for producing special events, as well as analyzing the factors that influence an event's success, such as organizational structure, risk management and the impact of tourism activity. Junior standing in HTM is required. (3H,3C).

**4534 Hospitality Management Policy:** Integrates business principles and practices related to hospitality management. Cases involving hospitality organizations are analyzed extensively. Senior standing required. Pre: HTM 3444, HTM 3524, HTM 3534, HTM 4414, HTM 4454. (3H, 3C). I,II.

## **HTM Faculty**

### **Department Administration**

**Richard R. Perdue** (Ph.D., Texas A&M University) is Professor and Head of the Department of Hospitality and Tourism Management. He is an elected fellow and currently serves as President of the International Academy for the Study of Tourism. He is also a member of the Travel and Tourism Research Association and the Association of International Experts in the Scientific Study of Tourism. He currently serves as Editor of the Journal of Travel Research and on the editorial boards of Tourism Analysis, the Journal of Travel and Tourism Marketing; Tourism Economics, China Tourism Research, and Tourism Management. Prior to joining the Virginia Tech faculty he served as Professor of Tourism Management and an Affiliate Professor of Environmental Studies in the Leeds School of Business at the University of Colorado-Boulder.

Research interests: sustainable tourism development and marketing in resort environments, with specific emphasis on the recreational real estate industries.

### **Faculty**

**Candice E. Clemenz**, Associate Dean for Undergraduate Programs in the Pamplin College of Business, and Assistant Professor of Hospitality and Tourism Management. Dean Clemenz received a Ph.D. from Virginia Tech in 2001, a MS from the University of Tennessee in 1993, and a BS from Florida State University in 1975. She has twenty years of hospitality experience with her last industry position being at the executive-level of ClubCorp, a leader in private club management. In addition to her administrative role in the Pamplin College of Business, Dean Clemenz is a hospitality researcher, speaker, consultant, author, and award-winning teacher.

Research interests: training quality, computer-based training, and human resource and marketing issues specific to private clubs.

**Pierre Couture**, Instructor, received his M.S. degree in Hospitality and Tourism Management from Virginia Tech in 2001. He holds a B.S. degree in Leisure and Tourism from the University of Trois-Rivieres in Quebec and a Diploma of Collegial Studies in Administration from Limoilou College in Quebec. Mr. Couture has developed extensive industry experience as the Executive Director of several vacation resorts, the Sports Director for the Quebec Sports Games, a Branch Manager of Okeefe Breweries, and the Art Center and Cultural Event Manager of Riviere-du-Loup.

Research interests: resort management and agri-tourism.

**Howard Feiertag**, Lecturer, received a bachelor's degree from Michigan State University and has 35 years of experience in the hospitality industry. His experience includes

convention bureau management, hotel food/beverage management, hotel operations, marketing management development, and meetings management. He is a Certified Meeting Professional as well as a Certified Hotel Sales Executive. In addition, he is a named Fellow of the Institute of Certified Travel Agents.

**Stuart Feigenbaum**, Instructor, is working on a Ph.D. in Management Strategy within the Hospitality Industry. He initially apprenticed and became a Chef at the Shoreham Hotel in Washington D.C. He later earned his B.S. in Hospitality Management from the School of Hotel Administration at Cornell University and an M.S. in Hotel and Tourism Management from Florida International University. Mr. Feigenbaum has over 30 years of diverse experience in the hospitality industry including executive positions with Marriott Corporation, Loew's Corporation, Playboy Clubs International, The New York Harvard Club, and the Consulting firm of Laventhol & Horwath. Since 1986 he has been President and Chairman of SFA International, a consulting firm specializing in the hospitality industry. Significant clients include Walt Disney World, Madison Square Garden, Morgan Guarantee Trust, as well as famous clubs and restaurants such as the Rainbow Room and the Palladium in New York.

Research interests: Investments in intangible assets, particularly as they relate to the affect of service quality and stakeholder value.

**Mahmood A. Khan**, Professor in Hospitality and Tourism Management at Northern Virginia. He received his doctorate and master's degrees from Louisiana State University and two bachelor's degrees from universities in India. Before coming to Virginia Tech, he was Director of the Restaurant Management program at the University of Illinois, Urbana Champaign. He has 25 years of academic and industry experience.

Research interests: hospitality franchising, foodservice management and operational management; consumer preferences in hotels, restaurants and institutions; menu and food product development; and management of food service operations in commercial and institutional establishments.

**Ken W. McCleary**, Professor, received a doctorate degree in Marketing (1977), a Master's in Business Administration (1971) and a bachelor's degree in Hotel, Restaurant and Institutional Management (1970) from Michigan State University. Prior to joining the HTM Department, he was a member of the faculty at Central Michigan University, assistant and acting director of the MEA Conference Center in Battle Creek, Michigan, and assistant manager of the Kellogg Center for Continuing Education in East Lansing, Michigan. He has been a consultant to numerous hospitality businesses.

Research interests: hotel, restaurant and tourism marketing and tourism development.

**Nancy G. McGehee**, Associate Professor, received her Ph.D. in Sociology from Virginia Tech in 1999. She holds two MS degrees, one in Sociology from Virginia Tech (1994) and one in Tourism Management from North Carolina State University (1991). Her BA

degree from Marshall University is in Sports Marketing and Management. In addition to her extensive college-level teaching experience, Dr. McGehee has held several professional positions with the Appalachian Tourism Research and Development Center at Concord College in Athens, West Virginia. She currently is a member of the Travel and Tourism Research Association, the Southern Sociological Society, and the National Recreation and Parks Association.

Research interests: tourism marketing and promotion, rural tourism development and analysis/sustainability, sociological theories of tourism, travel motivation and behavior, socio-economic impacts of tourism, survey research design, alternative tourism, and sport tourism.

**Brian J. Mihalik**, Professor. He received an Ed.D. in Recreation and Leisure Studies from Temple University in 1982, an MS in Recreation from Syracuse University in 1974, an MS in Instructional Communications from Syracuse University in 1972 and a BS in Business Administration-Transportation from Syracuse University in 1970. Mihalik's work experience includes Chair and Graduate Coordinator of the Department of Recreation and Leisure Studies at SUNY Brockport, Charles W. Lanphere Professor and Graduate Coordinator at the School of Hotel and Restaurant Administration at Oklahoma State University and Associate Professor of Tourism in the Cecil B. Day School of Hospitality Administration at Georgia State University.

Research interests: tourism studies/mega event tourism and specifically, "The Perceived Impacts of the 1996 Summer Olympic Games".

**Suzanne K. Murrmann**, Professor, received a doctorate degree in Management from Virginia Tech (1980), a master's degree in Labor and Industrial Relations from Michigan State University (1977) and a bachelor's degree in Microbiology from Indiana University. She has written and lectured extensively on subjects related to human resource management, collective bargaining and the laws and regulations governing the hospitality industry. She has consulted with both private and public sector organizations on setting up employee evaluation plans, structuring compensation programs and developing employment systems.

Research interests: human resource management, labor relations and due-process systems in unionized and nonunion settings, and service quality management.

**Michael D. Olsen**, Professor of Strategic Management in the Hospitality Industry. He is also the Director of Research for the International Hotel and Restaurant Association and Chairman of the Olsen Group, Inc., a firm providing strategic management and environmental scanning consulting to the global hospitality industry. He received his Ph.D. from Virginia Tech in General Business with minors in organizational theory and finance. He received an MBA with emphasis in labor relations and a bachelor's degree in Hotel, Restaurant and Institutional Management from Michigan State University. Olsen was founding head of the Department of Hotel, Restaurant and Institutional Management at Virginia Tech in 1987. He has over 30 years of industry and academic experience.

**James E. Sexton**, Lecturer, received a master's degree in Education from Ohio University, a bachelor's degree in Professional Arts from the College of Saint Francis, Joliet, Illinois and an associate degree in Culinary Arts from Joliet Junior College, Joliet, Illinois. Before joining the Virginia Tech staff in September of 1988, he was the Chef Instructor in the Culinary Arts Program at Hocking Technical College and held management positions in both the food and restaurant industries.

**Muzaffer Uysal**, Professor of Tourism. He received a Ph.D. from Texas A&M University, an MBA from the University of New Haven and a BS from the Ankara Academy of Economic and Commercial Sciences. He has extensive experience in the travel and tourism field, authoring and co-authoring a significant number of articles in tourism journals, proceedings and book chapters, relating to different aspects of tourism marketing, demand/supply interaction and international tourism. He has also conducted workshops and seminars on similar topics and done tourism field research in several countries. He serves as co-editor of *Tourism Analysis: An Interdisciplinary Journal* and *Advances in Tourism Application Series*.

Research interests: tourism demand/supply interaction, tourism marketing and international tourism.

**Pamela A. Weaver**, Professor of Hospitality Management. Dr. Weaver received a doctorate degree from Michigan State University (1978), a master's degree from the University of South Florida (1973) and a bachelor's degree from the State University of New York in Albany (1970). Before joining the HTM Department, she was a member of the faculty at Central Michigan State University. Dr. Weaver is a noted scholar with approximately 100 articles and 50 presentations to her credit. She is the 1994 recipient of the prestigious John Wiley & Sons Award for Lifetime Achievement from the Council of Hotel, Restaurant and Institutional Education.

Research interests: research methods and statistical analysis in the area of senior and business travel markets, diversity issues and education and training issues in the hospitality industry.

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