The Fritz Knoebel School of Hospitality Management has been preparing industry leaders since 1946. As part of the Daniels College of Business, The Knoebel School has been recognized nationally and internationally for its tradition of quality instruction, including the 2013 award for Best Educational Innovation at the Worldwide Hospitality Awards. The hospitality management program has as its foundation the core business discipline classes in the Daniels College. Within the major students select a concentration from among Lodging Real Estate, Revenue Management & Analytics, Restaurant/Food & Beverage Management, and Conference Services Management.

### Hospitality Management

**Bachelor of Science in Business Administration Major Requirements**

(185 credits required for the degree)

Minimum of 49 credits. Requirements include:

#### Required Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>HOSP 1100</td>
<td>Exploring Hospitality Mgmt</td>
<td>2</td>
</tr>
<tr>
<td>HOSP 1200</td>
<td>Industry Work Experience</td>
<td>0</td>
</tr>
<tr>
<td>HOSP 2201</td>
<td>International Experience</td>
<td>0</td>
</tr>
<tr>
<td>HOSP 2202</td>
<td>Management Intern Program</td>
<td>0</td>
</tr>
<tr>
<td>HOSP 2360</td>
<td>Managing a Restaurant Business</td>
<td>4</td>
</tr>
<tr>
<td>HOSP 2401</td>
<td>Hotel and Resort Management</td>
<td>4</td>
</tr>
<tr>
<td>HOSP 2402</td>
<td>Revenue Management</td>
<td>4</td>
</tr>
<tr>
<td>HOSP 2501</td>
<td>Managing Human Capital in Hospitality</td>
<td>4</td>
</tr>
<tr>
<td>HOSP 2502</td>
<td>Hospitality Cost Management</td>
<td>4</td>
</tr>
<tr>
<td>HOSP 2504</td>
<td>Hospitality Technology and Analytics</td>
<td>4</td>
</tr>
<tr>
<td>HOSP 3120</td>
<td>Distinguished Lecture Series</td>
<td>1</td>
</tr>
<tr>
<td>REAL 1700</td>
<td>The Business of the Built Environment</td>
<td>4</td>
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</tbody>
</table>

Concentration: Select from among the following concentrations - Lodging Real Estate, Revenue Management & Analytics, Restaurant/Food & Beverage Management, Conference Services Management

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<tr>
<td>HOSP 2506</td>
<td>Hospitality Sales &amp; Marketing</td>
<td>4</td>
</tr>
<tr>
<td>HOSP 2361</td>
<td>Contemporary Cuisine</td>
<td>4</td>
</tr>
<tr>
<td>or HOSP 3301</td>
<td>Beverage Management</td>
<td>4</td>
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Special Event Management

<table>
<thead>
<tr>
<th>Course</th>
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</thead>
<tbody>
<tr>
<td>HOSP 3600</td>
<td>Lodging Valuation Principles</td>
<td>4</td>
</tr>
<tr>
<td>Hotel Development &amp; Feasibility</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>REAL 3307</td>
<td>Real Estate Finance</td>
<td>4</td>
</tr>
<tr>
<td>HOSP 3402</td>
<td>Hospitality Asset Management</td>
<td>4</td>
</tr>
</tbody>
</table>

Electives: Select 4-6 elective credits of major elective as required for each concentration.

Students are required to study abroad, typically for a semester, and complete 1000 hours of work split between the work experience and internship requirements.
Restaurant/Food & Beverage Concentration Requirements

<table>
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<th>Credits</th>
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<tr>
<td>HOSP 2361</td>
<td>Contemporary Cuisine</td>
<td>4</td>
</tr>
<tr>
<td>HOSP 3301</td>
<td>Beverage Management</td>
<td>4</td>
</tr>
<tr>
<td>HOSP 3360</td>
<td>Rest/F&amp;B Concept Devel</td>
<td>4</td>
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</tbody>
</table>

Revenue Management & Analytics Concentration Requirements

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>HOSP 3402</td>
<td>Hospitality Asset Management</td>
<td>4</td>
</tr>
<tr>
<td>INFO 3200</td>
<td>Business Forecasting and Visualization</td>
<td>4</td>
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</tbody>
</table>

Requirements for Distinction in the Major in Hospitality Management

Capstone experience involving a business application-oriented project with both a written and oral component.

Courses

HOSP 1100 Exploring Hospitality Mgmt (2 Credits)
This is an introductory course designed to provide students with a broad overview of the hospitality industry and the various segments that comprise the industry. The course focuses particularly on the industry areas captured by the concentrations available to Knoebel students, the elements that make hotels and resorts what they are—food and beverage/restaurants; lodging; sales, marketing, and revenue management; lodging real estate; conference services; and on other facets of hospitality.

HOSP 1120 Distinguished Lecture Series (1 Credit)
Senior executives from various segments of the hospitality industry provide students with their insights about competition and challenges within the industry.

HOSP 1200 Industry Work Experience (0 Credits)
Faculty supervised work experience. Prerequisites: HOSP 1100 and completion of 500 hours of approved work experience.

HOSP 1992 Directed Study (1-4 Credits)

HOSP 2201 International Experience (0 Credits)
Students spend one quarter in an international setting taking courses while touring and observing overseas hospitality operations.

HOSP 2202 Management Intern Program (0 Credits)
Preferably, this internship is full-time, continuous employment for ten-weeks with a minimum of 400 hours and is designed to allow students to increase their exposure to the hospitality industry and continue to reconcile their classroom learning with industry practice. Prerequisites: HOSP 1200, degree checkpoint 2, minimum of 400 hours of approved management internship, and at least 1000 hours in total work experience and internship hours.

HOSP 2321 Health and Food (3 Credits)
Nutrients in foods and their metabolic functions; assessment of nutritional status and dietary adequacy; applications to phases of human life cycle; considerations of special groups such as athletes; diet fads and fallacies; considerations for food-service managers and customers. Prerequisites: HOSP 2360, HOSP 2401 and degree checkpoint 2.

HOSP 2322 Cooking Well, Eating well (4 Credits)
This course educates students about current food/health trends, basic nutrition, and trains them to produce healthy, restaurant quality meals. This course is for non-majors only.

HOSP 2360 Managing a Restaurant Business (4 Credits)
In HOSP 1100, Exploring Hospitality Management, students are introduced to various aspects of restaurant/food and beverage management and basics about them. From here, we advance to a more thorough overview of the management of various food and beverage operations, specifically focusing on restaurants. Topics include safe food and beverage service, product specification and procurement, labor scheduling, revenue control and collection, and other management functions required for success in food and beverage operations. Prerequisite: HOSP 1100.

HOSP 2361 Contemporary Cuisine (4 Credits)
Judging by their high failure rate, restaurants can be one of the most difficult and complex businesses to manage. This course builds on previous food and beverage courses by providing hands-on experience running and managing a restaurant environment. Through the opening and running of two live restaurant operations for a night each, the course enables students to put into practice the managerial aspects of full-service restaurant operation, from menu planning and implementation to financial analysis, including systems, tools and reporting. Prerequisites: HOSP 2360 and HOSP 2401.

HOSP 2401 Hotel and Resort Management (4 Credits)
This course presents an overview of the management of a various lodging properties, specifically focusing on rooms division operations. The perspective taken is strategic perspective, identifying and considering issues of concern to general managers of all types of lodging properties, with a particular focus on profit maximization (yield/revenue management) and distribution channel management. The broader political, economic, social, and technological environments and trends and their impact on lodging operations are considered. The perspective is global and includes considering how lodging operations differ in various parts of the world. Prerequisite: HOSP 1100.
HOSP 2402 Revenue Management (4 Credits)
This course provides an introduction to the basic principles and practices of revenue management in the hotel and restaurant industry. Students acquire the fundamental analytical skills needed to apply revenue management concepts and methods in demand forecasting, pricing, and revenue optimization techniques in hotels and restaurants. The course includes certification in STR tools. Prerequisites: HOSP 2360, HOSP 2401 and ACTG 2300.

HOSP 2501 Managing Human Capital in Hospitality (4 Credits)
People are the heart of any organization and can be a source of competitive advantage, particularly in a hospitality environment. This course prepares students to develop and manage successfully the processes and systems that help hospitality firms develop a competitive advantage through people and build a service culture, including recruiting, selecting, onboarding, and developing employees in order to retain them in both union and non-union environments. Prerequisites: HOSP 2360 and HOSP 2401.

HOSP 2502 Hospitality Cost Management (4 Credits)
The use of industry statistics and a uniform system of accounts for hotels and restaurants to determine an operation's position in the marketplace. Prerequisites: HOSP 1100, HOSP 1200, HOSP 2360, HOSP 2401 and ACTG 2300.

HOSP 2504 Hospitality Technology and Analytics (4 Credits)
Hospitality Technology and Analytics serve as an introduction to hospitality technologies and technology-enabled data analytics. This course surveys diverse aspects of consumer-facing hospitality technologies (social media, mobile, distribution channel, sharing economy, etc.) and in-house systems of hospitality operation (event-planning system, property management system, and point-of-sale system, etc.) In addition, this course provides an introduction to the field of business intelligence and data analytics, which has been defined as the extensive use of data, statistical and quantitative analysis, and fact-based management to drive decisions and actions in the hospitality industry. Specifically, the course looks at the managerial aspects associated with the application of hospitality technologies and technology-enabled data analytics to achieve strategic business goals. Prerequisites: HOSP 1100, HOSP 2360, HOSP 2401, Daniels Checkpoint 2.

HOSP 2506 Hospitality Sales & Marketing (4 Credits)
This course addresses all that is involved in hotel and resort sales, including lodging/group sales and catering sales. Also addressed are negotiation, the production of catered events, trade shows, and meetings, from the perspective of planners, venue salespeople, and event managers. Students learn how to market and sell a venue; produce and respond to requests for proposals; work directly with clients during the booking process and event execution; address risk management and contractual issues; and perform other sales and planning functions. Prerequisites: HRTM 2360, HRTM 2401 and MKTG 2800.

HOSP 2605 Hospitality E-business (4 Credits)
Advances in information technology (IT), the Internet, mobile technologies, and social media create opportunities and threats for hospitality organizations. Electronic business (e-business) addresses technology application in all aspects of a business and the guest lifecycle to expand market reach, achieve efficiencies and scale, grow revenues, manage relationships, and reduce labor to create value for the firm. This course focuses on hospitality technology trends, strategies, and tactics to support business-to-business (B2B), business-to-consumer (B2C), business-to-employee (B2E) interactions and commerce transactions through technology.

HOSP 2640 Franchising and Entrepreneurship (4 Credits)
The franchising and entrepreneurial aspects of hospitality ownership including franchising, franchising law, contracts, assessments, and ownership. Prerequisite: HOSP 2502.

HOSP 2992 Directed Study (1-4 Credits)
HOSP 3000 Wines of the World (4 Credits)
A survey course of the wines of the world, including old and new world wines; still, sparkling, dessert and fortified wines; viticulture and viniculture. Prerequisite: must be at least 21 years of age. Non-majors only.

HOSP 3120 Distinguished Lecture Series (1 Credit)
This course is the springboard for seniors to transition from a student mindset to that of a professional. It enables personal exploration, values clarification, and the narrowing in on an initial career focus. Hearing from and networking with senior executives from various segments of the hospitality industry who provide students with their insights about competition and challenges within the industry motivate the introspection described above.

HOSP 3301 Beverage Management (4 Credits)
Organization and management of the beverage operation of resorts, restaurants, hotels, clubs and other licensed premises. Emphasis on product knowledge, responsible beverage service, facility design and operational practices. Prerequisites: degree checkpoint 2, senior standing and must be 21 years of age.

HOSP 3302 Advanced Beverage Management (4 Credits)
This course helps students develop an understanding of the management of alcoholic beverage outlets in resorts, hotels, restaurants and clubs; it is a continuation of the introductory course and expands students' knowledge and experience with wines and spirits in commercial settings. Product knowledge continues to include the agricultural elements, production, and marketing of beverages containing alcohol. Topics relative to the social, cultural, political and economic aspects of alcohol and alcohol service are discussed. A significant component of those discussions is the duty to provide responsible service in both licensed premises and in social settings, including the social and legal ramifications of disregarding such duties. Field trips are an integral part of this course and attendance is expected. Prerequisites: HOSP 2361, HOSP 3301 and permission of instructor.
HOSP 3360 Rest/F&B Concept Devel (4 Credits)
In previous food and beverage courses you obtained the knowledge and skills to perform the basic management functions required for a successful career in F&B operations, put these skills into practice and opened two “restaurants for a night.” In this course you will acquire the skills required to develop and brand a new restaurant. Prerequisites: HOSP 2361 and HOSP 3301.

HOSP 3400 Advanced Revenue Management (4 Credits)
This course provides students with the advanced knowledge, skills, and abilities to make sound business decisions and implement revenue management strategies and solutions to influence consumer behavior and maximize revenue and profits for hotels. Students will acquire the analytical skills to apply revenue management concepts and methods in demand forecasting, pricing, and revenue optimization techniques in hotels.

HOSP 3402 Hospitality Asset Management (4 Credits)
This course examines the fiduciary responsibilities associated with managing lodging operations to achieve ownership goals. The asset manager’s role in building value is examined at both the portfolio and property levels. Guest speakers from the field provide insight into current lodging market and operational challenges. Prerequisites: HOSP 2402, senior standing, and enrolled in either the Revenue Management or Lodging Real Estate concentrations.

HOSP 3506 Special Event Management (4 Credits)
This course addresses all that is involved in the sales and production of catered events, trade shows, and meetings, from the perspectives of planners, venue salespeople, and event managers. Students will learn how to market and sell a venue; produce and respond to requests for proposals; work directly with clients during the booking process and event execution; address risk management and contractual issues; and perform other event and meeting sales and planning functions.

HOSP 3560 Resort and Tourism Marketing (4 Credits)
In examining the tourism system the traditional 4 ‘Ps’ of marketing are recast to examine what makes a successful destination (Product), how services are priced (Price), how destinations promote themselves (Promotion) and the role of various channels of distribution (Place).

HOSP 3600 Lodging Valuation Principles (4 Credits)
This course introduces students to the basic fundamental analysis of methods and techniques of real estate investment, finance, and valuation as they apply to the lodging industry. The course covers time value of money, basic discounted cash flow techniques, financing instruments, appraisal methods, and valuation techniques for income producing lodging properties. Students utilize computer software and spreadsheets for solving real estate problems. Practical applications provide students with the analytical tools and techniques to make effective real estate investment and financing decisions. Prerequisites: ACTG 2300, FIN 2800, HOSP 2502, HOSP 2504 and degree checkpoint 2.

HOSP 3601 Hotel Development/Feasibility (2 Credits)
This advanced capstone experiential learning course integrates lodging real estate financial analysis and valuation techniques to emphasize the fundamental concepts and techniques involved in the hotel development process and the various steps involved in performing a market feasibility study of a proposed hotel. Students will propose, establish and refine a concept from inception to completion, perform a market and site analysis, plan the development and construction, estimate the cost, and determine the financial viability of a full-service or limited-service hotel. Additional discussion topics include the regulatory process, financing, and risk management. Guest speakers, site visits, cases, text, practical examples and extensive use of spreadsheet software will provide students with specialized real-world knowledge and enhance their understanding of the complexities and challenges faced in lodging real estate development projects.

HOSP 3602 Facility Layout and Design (4 Credits)
Foodservice layout and design is related to operating issues, new building construction, and renovations. Prerequisites: HOSP 2501, HOSP 2502 and HOSP 2504.

HOSP 3650 Leadership in Hospitality (3 Credits)
This course provides students with the knowledge, skills, and attitudes necessary to undertake leadership responsibilities in complex organizations. This course applies concepts and methodologies from the social and behavioral sciences in the analysis of leadership behavior in diverse organizational and community settings. Prerequisites: HOSP 2501, HOSP 2502 and HOSP 2504.

HOSP 3675 Club Management (4 Credits)
Organization and operation of private, corporate and public clubs; history and evolution of club field, types of clubs, organizational structure, management roles; operations focus on management of diverse functions such as clubhouse, recreational facilities and entertainment; emphasis on the similarities and differences between club and other food and beverage operations. Prerequisites: HOSP 2501, HOSP 2502 and HOSP 2504.

HOSP 3700 Topics in Hospitality Management (1-4 Credits)
Exploration of various topics and issues related to the hospitality industry.

HOSP 3701 Hospitality Services Management (4 Credits)
The evaluation, design, and management of service delivery systems through operations management topics from a service perspective. Included are other related topics such as customer satisfaction and managing organizational change. Prerequisite: degree checkpoint 2.

HOSP 3911 Independent Study (1-10 Credits)
Independent research/study; requires written report. Prerequisite: instructor’s permission.

HOSP 3992 Directed Study (1-10 Credits)