

# HOTEL & TOURISM MANAGEMENT (TCHT1-UC)

## TCHT1-UC 1000 Tourism Impacts and Issues (4 Credits)

*Typically offered Fall and Spring*

Contemporary tourism can be seen as a pinnacle of human mobilities: not only is tourism defined by mobility and travel, those mobilities also affect destinations. Changes in tourism demand can affect how tourism is 'performed' and presented, how it affects heritage and culture, how gender and race relationships are shaped. This course explores the principles and concepts of tourism from the perspective of social science theories. The module covers a range of social science disciplines with a view to developing students' multi-disciplinary social science approach to understanding the significance and role of tourism in contemporary society.

**Grading:** UC SPS Graded

**Repeatable for additional credit:** No

## TCHT1-UC 1050 Entrepreneurship (3 Credits)

*Typically offered Spring*

This course will examine the challenges and opportunities associated with starting a new hospitality or tourism business venture. Emphasis will be on planning and developing a hospitality or tourism business as either a private or non-for-profit venture. Topics include fundamentals of entrepreneurship, business planning and development strategies, tax policies, legal forms of ownership, sales techniques and marketing strategies. The incorporation of case studies will be used throughout the semester. The final class project will be the development of an entrepreneurial business plan.

**Grading:** UC SPS Graded

**Repeatable for additional credit:** No

**Prerequisites:** TCHT1-UC 1601.

## TCHT1-UC 1070 Introduction to Hospitality (3 Credits)

*Typically offered Fall and Spring*

The course will be a survey of lodging industry history, practices and trends through a review of supply and demand segments, suppliers, operators and owners in this sector. The various organizational structures, including franchisors, REITS, and third-party lodging management will be discussed relative to ownership objectives. Topics to be covered include: operation of hotel departments and functions such as human resources, food and beverage, rooms, revenue management, engineering and maintenance, technology, sales and marketing and accounting.

**Grading:** UC SPS Graded

**Repeatable for additional credit:** No

## TCHT1-UC 1100 Financial Management for Hospitality & Tourism (3 Credits)

*Typically offered Fall and Spring*

An examination of various financial instruments, structures, and strategies by which hospitality and tourism businesses operate. Topics to be covered include: basic financial concepts; reporting requirements for the hotel and tourism industries; methods of raising capital; the time value of money; budgeting; and forecasting; sources and uses of working capital; and differences between not for profit accounting and capital accounting. Students will use professional hotel and tourism business software.

**Grading:** UC SPS Graded

**Repeatable for additional credit:** Yes

**Prerequisites:** TCHT1-UC 1120.

## TCHT1-UC 1120 Hotel & Tourism Accounting (3 Credits)

*Typically offered Fall and Spring*

An introduction to accounting principles, instruments, and structures by which hotel and tourism businesses operate. Topics to be covered include: basic accounting concepts and principles, not for profit accounting principles, the creation of journal entries, balance sheets, income statements, owners equity statements, statements of cash flow and their importance in making informed business decisions. Student's will identify, record, and post accounting data using appropriate accounting and business software.

**Grading:** UC SPS Graded

**Repeatable for additional credit:** No

**Prerequisites:** (TCHT1-UC 1000 OR TCHT1-UC 1070).

## TCHT1-UC 1130 Hospitality and Travel Technology and Innovation (3 Credits)

*Typically offered occasionally*

Innovation and new service development are important to build any business, and sustain its growth. Innovation can also accelerate the shift towards more sustainable production and consumption patterns. In this course, students gain an in-depth understanding of the role of innovation, and the strategic applications of technology in the hospitality and tourism sectors. The course builds skills and practical knowledge that is necessary to operate, succeed and stay competitive in today's tech-enabled business environment. The course exposes students to concrete technology applications, tools and products utilized throughout the customer journey.

**Grading:** UC SPS Graded

**Repeatable for additional credit:** No

**Prerequisites:** TCHT1-UC 1000 AND TCHT1-UC 1070.

## TCHT1-UC 1140 Service Operations (3 Credits)

*Typically offered occasionally*

This course examines both traditional and new approaches for achieving operational competitiveness in service businesses. Various hospitality and travel and tourism businesses are examined. The course addresses strategic analysis and operational decision making, with emphasis on the latter. Topics include the service concept and operations strategy, the design of effective service delivery systems, productivity and quality management, queuing theories applied to services, capacity planning, and the impact of information technology.

**Grading:** UC SPS Graded

**Repeatable for additional credit:** No

## TCHT1-UC 1150 Data Analytics and Visualization (3 Credits)

*Typically offered occasionally*

"Data-informed decision-making allows us to be confident in the fairness of our conclusions and prevents bias from influencing them. Understanding the sources and types of data, basics of data analytics, visualization, and interpretation are paramount skills in contemporary society: they play a role in recognizing disinformation, and can increase the success and effectiveness of business strategies and public policy. This course will provide students with an introduction to data analytics and visualization techniques. The course reviews various techniques and tools for generating insights from empirical data as well as presenting these insights in a visually compelling manner."

**Grading:** UC SPS Graded

**Repeatable for additional credit:** No

**Prerequisites:** TCHT1-UC 1500.

**TCHT1-UC 1200 Human Resource Management (3 Credits)***Typically offered Fall and Spring*

An examination of the role of human resource management in hospitality and tourism operations from social, legal, competitive, and global perspectives. Topics include: human asset planning, recruiting, selecting, hiring, orienting, training, retaining, motivating, developing, compensating, evaluating, and supporting employees. Legislation, regulations, labor unions, and organizational needs will be discussed from the perspective of both functional and strategic approaches.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** (TCHT1-UC 1000 OR TCHT1-UC 1070).**TCHT1-UC 1300 Hospitality & Tourism Sales & Marketing (3 Credits)***Typically offered occasionally*

An examination of marketing and sales concepts as applied to the hospitality and tourism industries with an emphasis on competitive and brand analysis, segmentation, revenue management, customer relationship management, traditional and contemporary promotional tactics, and sales. Topics to be covered include: marketing principles and trends, sales strategies, market positioning, product and service development, advertising and public relations, the sales cycle, strategic planning, internet marketing, transient vs. group sales processes, and distribution channels.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** (TCHT1-UC 1000 OR TCHT1-UC 1070).**TCHT1-UC 1350 Leadership in the Hospitality Industry (3 Credits)***Typically offered Fall and Spring*

An analysis of the challenges and processes involved in leading a hospitality team or organization, as well as promoting solutions to stakeholders and the public at large. Topics to be covered include: leading, managing, negotiating, planning for emergencies, team building, motivating, and communicating in a multicultural, changing global industry environment. Students will analyze at least one major industry case.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1070.**TCHT1-UC 1360 Customer Experience Management (3 Credits)***Typically offered Fall and Spring*

This course explores the structures, cultures, and the goals of organizations with the purpose of developing effective strategies for managing the customer experience. The active management of the customer experience requires thorough analysis of customer demands, expectations, and needs. The creation of strategies to assess and satisfy customer demands and needs are the basis of a systematic approach to customer relationship management. Topics to be covered include: customer behaviors and expectations, service delivery strategies, customer value, guest satisfaction, service quality, continuous improvement processes, customer communication skills, technological applications, and reward and loyalty programs.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 3265.**TCHT1-UC 1400 Hospitality & Tourism Law (3 Credits)***Typically offered Fall and Spring*

A review of statutes, regulations and case law and their application to hospitality and tourism operations. Topics covered include: basic legal principles and procedures; the hotel-guest relationship; laws regarding food and beverage operations; legal standards of employee contracts; government regulations; management and franchise agreements; and commercial and case law. Emphasis is placed on understanding negotiations, mediation, arbitration, and contract relationships between unions and management, as well as hospitality and tourism vendors, suppliers, and concessionaires.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** (TCHT1-UC 1000 OR TCHT1-UC 1070).**TCHT1-UC 1500 Research Methods (3 Credits)***Typically offered Fall and Spring*

A review of the processes of obtaining and analyzing relevant, reliable, valid, and current information necessary for the examination of hospitality and tourism industry practices and trends. Topics to be covered include: assessing scholarly research, analyzing industry reports, staying current with industry trends, designing a coherent research project, analyzing data, and applying research findings to specific managerial problems.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1000 AND TCHT1-UC 1070.**TCHT1-UC 1600 Business Fundamentals (3 Credits)***Typically offered Fall and Spring*

An examination of business fundamentals and strategies, management principles and organizational structures from business, human, legal, global and financial perspectives. The course covers key areas of business fundamentals including human resources, leadership, employee motivation, consumer behavior, pricing, distribution, business ethics, business lifecycles, risk analysis, franchising and management contracts, industry best practices and government regulations. Students will apply Blue Ocean Strategy principles into a hospitality or tourism business.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1000 AND TCHT1-UC 1070.**TCHT1-UC 1601 Business Development II (3 Credits)***Typically offered Fall and Spring*

An examination of the principles of organizing, operating, financing and operating single and mixed use projects from the perspectives of business operators, investors, and owners. Topics covered include: project finance, market analysis, facility contracts, leaseholder agreements, models of mortgages and public financing, sources of capital and their impact on projects, and public and private partnerships. A case study analyzing a particular project will be integrated into the course.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1600.

**TCHT1-UC 1602 Business Development III (3 Credits)***Typically offered Fall and Spring*

An analysis of the challenges faced and skills necessary in running a small organization or making changes within a large one from the perspectives of marketing, finance, law, and human resources. Topics covered included: the principles and procedures for starting a business, changing corporate structures, franchising, media strategies, making businesses successful over the long term, making effective changes in organizations, leading an organization, and the dimensions of entrepreneurial behavior.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1601.**TCHT1-UC 1920 Strategies for Academic Success (0 Credits)***Typically offered Fall*

An introduction to college and to the educational culture, policies, procedures, resources, and programs of the Tisch Center and New York University. Topics to be covered include: self assessment, educational goals, study skills, an introduction to library resources, the process of finding materials, and a tour of University resources, including the Bobst Library.

**Grading:** UC SPS Pass/Fail**Repeatable for additional credit:** No**TCHT1-UC 2000 Internship I (1 Credit)***Typically offered Fall, Spring, and Summer terms*

This course provides students with an opportunity to work in a hospitality, travel and tourism or event management enterprise. Building a career requires appropriate industry work experience to strengthen the student's knowledge and skill formed in the classroom. Students in this course are expected to complete a minimum of three hundred hours (300) of work experience approved by the Tisch Center.

**Grading:** UC SPS Pass/Fail**Repeatable for additional credit:** No**TCHT1-UC 2001 Internship II (1 Credit)***Typically offered Fall, Spring, and Summer terms*

This course provides students with an opportunity to work in a hospitality, travel and tourism or event management enterprise. Building a career requires appropriate industry work experience to strengthen the student's knowledge and skill formed in the classroom. Students in this course are expected to complete a minimum of three hundred hours (300) of work experience approved by the Tisch Center.

**Grading:** UC SPS Pass/Fail**Repeatable for additional credit:** No**TCHT1-UC 2010 Internship III (1 Credit)***Typically offered Fall, Spring, and Summer terms*

This course provides students with an opportunity to work in a hospitality, travel and tourism or event management enterprise. Building a career requires appropriate industry work experience to strengthen the student's knowledge and skill formed in the classroom. Students in this course are expected to complete a minimum of three hundred hours (300) of work experience approved by the Tisch Center.

**Grading:** UC SPS Pass/Fail**Repeatable for additional credit:** Yes**TCHT1-UC 3050 Hospitality Sales (3 Credits)***Typically offered Spring*

This course provides a comprehensive review of the sales process in the hospitality industry. Students will learn the nature and structure of the hospitality sales force, as well as steps in prospecting, communication, negotiation, and customer relationship management. The topics to be covered include the responsibilities of sales professionals, selling process and techniques, creating sales strategies, contracts, budgeting, and managing accounts. Students will also gain knowledge about the various sales channels used in the industry, including direct sales, online sales, and group sales.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**TCHT1-UC 3060 Distribution Strategies (3 Credits)***Typically offered Spring*

The growing intricacy and refinement of travel distribution necessitates that managers can identify the problems and difficulties linked with successful management of the distribution chain. The course discusses the evolution of distribution intermediaries, omnichannel distribution strategies, demand analysis, pricing transparency and parity, distribution analysis, and technology-enabled third-party integrations.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1 - UC 1300.**TCHT1-UC 3070 Vendor Relations & Conflict Resolution (3 Credits)***Typically offered Spring*

This course provides an understanding of the process of identifying, selecting, partnering, and negotiating with vendors and suppliers that deliver value for event clients. Topics covered in this course include client needs assessment, request for information (RFI), request for proposal (RFP), qualifying vendor services and negotiating contracts, and techniques that foster teamwork, effective communication, and mutually beneficial relationships among event stakeholders. Students in this course will learn how to develop partnership agreements and to navigate obstacles to cultivating long-term working relationships.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**TCHT1-UC 3080 Budgeting for Events (3 Credits)***Typically offered Spring*

All events have financial goals that are important to event sponsors. Event managers must possess adequate knowledge of budgeting and assessment for return on investment. This course covers various topics such as fixed and variable costs control, sources of event revenue streams, and management of profit and loss expectations. Students in this course will learn how to track event expenses, develop budgets and generate budget reports using online software.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 3255.

**TCHT1-UC 3090 Front Office Management (3 Credits)***Typically offered Spring*

This course is designed to provide students with a comprehensive understanding of the role and responsibilities of a hotel room division. The course covers a range of topics in hotel daily operations, including managing guest cycle from reservations, check-in and check-out, as well as back-of-house processes in housekeeping, accounting and auditing. Upon completion of this course, students will be equipped with the skills and knowledge necessary to manage the front office of a hotel or other hospitality establishment effectively.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**TCHT1-UC 3100 Marketing and Event Technologies (3 Credits)***Typically offered Spring*

In this course, students gain an in-depth understanding of the latest applications of technology in hospitality, travel, and events marketing and management and how they can be used to synthesize data and insights, automate processes and facilitate decisionmaking. The course builds skills and practical knowledge that are necessary to operate a tech-enabled business. The course emphasizes hands-on learning and exposes students to technology solutions used to manage customer's journey and back office processes and data.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1 - UC 1300.**TCHT1-UC 3200 Advanced Hotel Operations Management (3 Credits)***Typically offered Fall and Spring*

This course builds on the initial exposure to the hotel industry introduced in prior classes, summer jobs, and internships. All of the operating departments are presented, along with detailed guidance on the most important elements of daily operation. Students will learn both qualitative and quantitative techniques for the proper evaluation and control of various departmental functions throughout the entirety of the guest cycle.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1070.**TCHT1-UC 3240 Managing Food and Beverage Operations (3 Credits)***Typically offered Fall and Spring*

An examination of the challenges in operating food and beverage outlets as well as on- and off-premise catering. Topics to be covered include: menu development, beverage operations, levels and types of service, structures of kitchens and dining rooms, in-room dining, marketing, customer service, purchasing, inventory management, labor scheduling, pricing, costing, and the role of the food and beverage manager. Actual case studies of operations will be used.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1070.**TCHT1-UC 3255 Event Design & Production (3 Credits)***Typically offered Spring*

An examination of the planning strategies, production realities, and technology involved in staging a variety of events or meetings. Topics to be covered include: needs assessment, budgeting, planning and coordinating, design and preparation, staffing, equipment management, video and film production, and vendor negotiating and contracting.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 3600.**TCHT1-UC 3265 Brand Management (3 Credits)***Typically offered Fall*

This course examines the principles and practices of brand management with special focus on the hospitality, tourism, and sports industries. The course is organized around brand management decisions that must be made to build, measure, and manage brand equity. Particular emphasis is placed on understanding psychological principles at the customer level that will improve managerial decision-making with respect to brands. The course will provide the appropriate theories, models, and other management tools to make better branding decisions. Topics to be covered include brand equity and brand positioning, elements of brand marketing programs, brand performance measures, brand management strategies, and global branding.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1300.**TCHT1-UC 3270 Strategic Pricing & Revenue Management (3 Credits)***Typically offered Fall and Spring*

An examination of the principles and practices involved in hospitality industry pricing strategies from economic, systems, marketing, distribution, and brand perspectives. Topics to be covered include: yield management, technological trends, pricing theory, benchmarking and reporting matrices, transparency in group and transient market pricing, hurdle rates, pricing fences, and the process of competitive analysis. Current hotel software will be used.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1300.**TCHT1-UC 3275 Sales & Distribution Management (3 Credits)***Typically offered Spring*

This course examines the evolution of the distribution of hospitality and tourism products. The increasing complexity and sophistication of distribution requires that managers be able to define the issues and challenges associated with successful channel management. Topics include: distribution intermediaries, channel optimization, pricing integrity, dynamic packaging, competitive distribution analysis, and integration of marketing in distribution outlets. Negotiation of third-party providers, technological enhancements, and group and transient systems are examined.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1300.**TCHT1-UC 3300 Introduction to Market Analysis (3 Credits)***Typically offered Fall*

Understanding how hotel hospitality properties compete for customers and revenue is critical to business success. Unlike office building or shopping centers with multi-year leases, hotels compete for customers every night. Further, hotels differentiate themselves on the basis of quality, style, service, and other factors. This course will examine in detail how markets attract visitors and how compete for those visitors and their travel dollars. The course will end with an introduction to modeling operating revenues and expenses.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1070.

**TCHT1-UC 3310 Planning, Design and Construction (3 Credits)***Typically offered Fall*

This course provides an overview of the planning and development of hospitality facilities and, more broadly, the process of creating economic value. The goal is not to produce engineers but to enable students to understand the development process, manage parties contributing to a project, evaluate physical planned facilities, and match property to market opportunities.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 3300 AND TCHT1-UC 3520.**TCHT1-UC 3330 Investment Analysis & Financing (3 Credits)***Typically offered Spring*

Knowledge of investment analysis and financing is a vital necessity in lodging development and property acquisition. This course will focus on the various investment and financial analysis methods used in deciding on the investment in lodging projects. Topics will include cash flow analysis as it relates to property investment, methods of measuring the rate of return, income-property analysis, exploration of public and private markets, equity and debt sources of funds, and the use of software programs as a tool for financial analysis.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1601.**TCHT1-UC 3340 Advanced Seminar in Hosp & Tourism Management (3 Credits)***Typically offered occasionally*

This course explores the issues, techniques and strategies involved in investment analysis and financing of lodging development and acquisitions necessary to achieve success in developing, owning and operating lodging assets. The course will include general and industry specialized investment and financial analysis methods including current asset performance, prospective performance and the application of time value of money concepts, ratio analysis and capital budgeting. Topics to be covered include: success attributes, risk evaluation, market analysis, cash flow analysis and preparation, break-even, degree of operating leverage, rates of return, appraisal and valuation, debt, equity and lease financing, public-private ventures, taxation, portfolio theory, exit strategies and use of specialized software.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**TCHT1-UC 3400 Creative Community Tourism Development (3 Credits)***Typically offered Spring*

Inherent in the development of creative tourism products is the research and analysis of the local community and the potential customers. This course provides an overview of the role of the community as a collection of businesses that create sales of goods and services to tourists and consumer segments defined by age, values, ethnicity cultures, etc. No longer are visitors passive when they discover a new destination, they seek new products and experiences that are authentic and based on local attributes. At the same time visitors look for an opportunity to learn about local creative tourism products and one of a kind experience that reflects the community resources or the area they are visiting. Creative tourism is one of the latest trends for visitors to discover something new and be an active participant with the local residents who share their community values which include authenticity, shared beliefs, quality and diversification of products. Creative community tourism can be developed through strategic planning based on local natural and cultural resources as part of a plan for sustainable community tourism development.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1000.**TCHT1-UC 3430 Sports Tourism Development (3 Credits)***Typically offered occasionally*

An examination of the development of sports tourism, including the challenges of developing and operating sports events and venues for mega events. Topics to be covered include: the historical development of events and venues; the nature of special mega events; the infrastructures of tourism events; the financial, facility, environmental, and planning aspects of large scale events; volunteer management; and the economic and socio-cultural impacts of sport tourism.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**TCHT1-UC 3460 Placemaking and Destination Branding (3 Credits)***Typically offered occasionally*

This course provides students with an understanding of the foundations and applications of destination marketing, branding and placemaking. In an increasingly competitive tourism market, destinations need to adopt a highly targeted, consumer research-based, multi-agency marketing and branding approach, that offers differentiation and uniqueness while staying authentic to the destination's assets and local community. Using case study examples from global destinations, this course will review the process involved in building a successful branding strategy, from market research to tactics.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1000.



**TCHT1-UC 3470 Tourism Planning and Policy (4 Credits)***Typically offered Fall and Spring*

This course examines the formulation and evaluation of tourism policy at the national and international level, and the implementation of policy as it relates to planning and management of destinations. Students will explore the roles and responsibilities of the public sector in the tourism arena, the policy development process, and the impact of policy decisions on local communities, the local environment and tourists. In urban settings, the role of tourism in urban renewal and gentrification will be explored. Ethical challenges in tourist destinations that are known for sex tourism or dark tourism will be explored. Finally, the course will review inclusive tourism planning in social and accessible tourism.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1000.**TCHT1-UC 3490 Special Interest Tourism (3 Credits)***Typically offered occasionally*

An analysis of the issues involved in developing destinations and tourism products that are sensitive to the natural and cultural resources of the area. Topics to be covered include: sustainable development; rural tourism; poverty tourism; heritage and cultural tourism; adventure tourism; and urban tourism.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1070.**TCHT1-UC 3500 Cultural Events and Festivals (3 Credits)***Typically offered occasionally*

This course examines festivals and cultural events, and how they can motivate travel, generate unique experiences, create positive images of destinations and act as a catalyst for investment and/or development. We will examine events ranging from food festivals, parades and carnivals to hallmark cultural events including art exhibitions and music festivals. Students will analyze the role of marketing and communications, environmental planning, and the increasing role of public/government and private/investor entities throughout the planning & development process. In addition to exploring objectives, strategies and tactics, prevalent trends in festivals and social events will be reviewed. A range of case study examples will be used in the teaching of this course.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**TCHT1-UC 3505 Event Operations, Technology and Sustainability (3 Credits)***Typically offered occasionally*

"This course will review operational aspects of event management, including contracts and risks, technology and sustainability. All types of events—whether a small meeting or a large conference—involve contracts and risks, which can come in many forms. Technology is constantly evolving in both the applications and challenges it presents for today's meeting and conference professionals. Understanding the appropriate technological tools, new platforms, and uses as they apply to catering, audio/visual programming, and event logistics is also essential. Moreover, issues such as corporate social responsibility, global reporting and ethical consumption, are becoming increasingly central to business practice. This course will review health, safety, and security considerations; insurance requirements; licenses and permits (e.g., alcohol); technologies for in person, hybrid and virtual events; and ethical considerations related to sustainable event management."

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**TCHT1-UC 3510 Hotel Asset Management (3 Credits)***Typically offered occasionally*

Real property asset managers act on behalf of owners, representing their interests and advocacy for their investment objectives. This course will examine the various skill sets and analytical techniques employed by hotel asset managers. Topics include operating performance benchmarking, capital project evaluation and oversight, management and franchise negotiations and contract compliance, sell vs. hold evaluations, capital structure analysis, investment tracking, and ownership reporting.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 3300 AND TCHT1-UC 3520.**TCHT1-UC 3515 Corporate Finance (3 Credits)***Typically offered occasionally*

This course examines the foundations of corporate finance for companies in the tourism and hospitality industry, with emphasis on sources of finance, capital structure and investment decisions. Topics include time value of money and interest rates, capital budgeting, financial markets and financial intermediaries, valuation of debt and equity, relationships between risk and return, and capital structuring.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 3300 AND TCHT1-UC 3520.**TCHT1-UC 3520 Fundamentals of Hotel Ownership (3 Credits)***Typically offered occasionally*

This course focuses on investment in hotels: acquisition, ongoing operations, and disposition. Hotels' combination of real estate and operating business attributes requires a broad understanding of how to maximize equity returns. Topics covered include property rights, initial valuation and underwriting, debt and equity capital funding.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 3300.**TCHT1-UC 3525 Integrated, Social Media and Digital Marketing (3 Credits)***Typically offered occasionally*

"Creating a unified, seamless marketing strategy through integrated communication of digital and traditional channels is the core of successful business strategy. In this course, students develop an understanding current and future-looking trends in digital and social media marketing, as they contribute to an integrated marketing communications mix for the hospitality and tourism businesses. The course incorporates the topics of social media, web, mobile, direct, and content marketing, search engine optimization, search engine marketing, personalization, digital marketing metrics as well as the emerging trends in platforms, automation, AI, and mixed reality. Through relevant theoretical and experiential learning, students cultivate skills to utilize digital and social media marketing tactics and content to inform, acquire, and sustain relationships among businesses and customers and develop measurable outcomes."

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 3265.

**TCHT1-UC 3530 International and Cross-Cultural Marketing Strategies (3 Credits)***Typically offered occasionally*

This course analyzes international and cross-cultural marketing strategies in hospitality and tourism industries. Students will analyze marketing challenges and opportunities in global, international, and cross-cultural settings, and they will develop effective and efficient marketing strategy solutions. Topics to be covered include international and cross-cultural market analyses, plans, strategies, product, price, distribution and promotion decisions. Cross-cultural environment analysis and management styles.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 3265.**TCHT1-UC 3535 Cases in Organizational Excellence (3 Credits)***Typically offered occasionally*

This course utilizes cases to introduce the fundamentals of organizational management with integrated coverage of data analytics. Functions and methods of managing organizations are explained and applied to hospitality businesses. Best practices, cases and data exercises illustrate effective management of organizations at the individual, group and system levels.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**TCHT1-UC 3540 Airline Management (3 Credits)***Typically offered occasionally*

This course examines the management and marketing of international airlines. The course reviews product development, pricing, distribution channels, promotion, revenue management, cargo operations, market research and data driven decision making processes. Particular emphasis is placed on understanding commercial airline marketing practices, the civil aviation landscape, branding, advertising and customer service principles. The course presents relevant theories, models, and other management tools and will include case studies, guest speakers and site visits to enable students observe how principles are applied to real life situations.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1000.**TCHT1-UC 3545 Corporate Travel Management (3 Credits)***Typically offered occasionally*

Corporate Travel Management is a strategic approach that businesses adopt to manage their travel expenses. A well-managed program must balance cost containment with traveler satisfaction, traveler compliance with traveler productivity on the road, and traveler comfort and convenience with safety and security. This includes negotiation with vendors such as lodging providers, airlines, car rental companies and payment services. Students in this course will learn how corporate travel policies are developed and implemented, how the safety and security of business travelers is managed, and how technology is used to facilitate and monitor corporate travel.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1000.**TCHT1-UC 3550 Visitor Attractions and Entertainment (3 Credits)***Typically offered occasionally*

Visitor attractions and entertainment are key elements of the tourist experience, as well as being a major part of the day visitor recreation market. This course reviews the principal types of visitor attractions in the commercial, public, and not for profit sectors; the key attributes of each of these attractions; and the implications for management. In order to understand the operation of these attractions, students consider the main management functions including finance, marketing, visitor management, facilities management, interpretation and education, ethical issues and the management of sensitive sites including sacred and dark heritage sites.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1000.**TCHT1-UC 3555 Sustainability, CSR and Impact Planning (3 Credits)***Typically offered occasionally*

"Tourism is arguably the world's largest industry. It is an incredible force that can outwardly shapes economics, culture and society. As the sector grows, the following question rings louder than ever: what role does the tourism sector play in our world? Is it a catalyst for positive and sustainable growth? Or a vehicle for the amelioration of few at the expense of the many? In this course, we will explore the interconnected facets of the world's largest industry, gaining insight into the determining forces behind them, the cases where tourism is done right, and the best practices for pushing tourism to meet its potential for positive impact on a global scale. Sustainable and responsible tourism practices will be reviewed, and the role of CSR in private business will be reviewed."

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1000.**TCHT1-UC 3560 Innovation and Venture Development (3 Credits)***Typically offered occasionally*

"This course focuses on developing the resourcefulness, know-how, and decision support skills needed to critically identify, assess, and develop new hospitality ventures. Topics will include the hotel concepts, hospitality technology start-up ventures, new hospitality venture creation, and innovation, business plan development and assessment, growth and venture financing, marketing and new venture growth strategies, corporate venturing, and taking strategy to action. Specifically, the course deals with developing and managing new hospitality ventures from an entrepreneurial point of view. The course is designed to focus on starting new ventures, acquiring existing hospitality organizations, managing hospitality venture funds, and growing existing organizations in the hospitality industry. The development of growth strategies and how such strategies directly support other value creation activities in the entrepreneurial hospitality organization will be discussed."

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1050.

**TCHT1-UC 3565 New Venture Financing (3 Credits)***Typically offered occasionally*

"This course provides students an understanding of the economics of entrepreneurial finance and private equity, especially venture capital. The course will address financing and strategic issues faced usually by entrepreneurs in the early stage of a firm. Financial modeling will be used to determine how much money may and should be raised and from what source, and how the funding should be structured. Specific topics include: methods of valuing private firms, simulation to make better strategic choices, business plans, economics of contracts that underlie new venture finance venture capital partnerships (agreements, term sheets, etc.), financing sources, creating value through financing contracting, and exit strategies (initial public offerings, merger, other). This course will also emphasize the application of analytical methods to actual securities. A basic background in accounting and investments is also expected. Course work will include projects and assignments, which will require some familiarity with Microsoft windows and Microsoft office, particularly a basic understanding of how to utilize Excel spreadsheets."

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1050.**TCHT1-UC 3570 Family and Social Entrepreneurship (3 Credits)***Typically offered occasionally*

This course combines the fundamentals of family and social entrepreneurship. Therefore, this course is directed especially towards students who might enter into the management of family businesses, either their own family's or someone else's, as well as students who aspire to be social entrepreneurs, implement innovative private sector approaches to solve social, cultural and/or environmental problems. In today's world, both family business and social entrepreneurship are important topics as both constitute a significant segment of the global economy. Students will review good practices in family business and social entrepreneurship, and will develop a business plan for a mission-driven organization or work and update on their family business plan.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1050.**TCHT1-UC 3575 Experiential Learning: The Start-Up Lab (3 Credits)***Typically offered occasionally*

This course will engage students in the practice of Ideation in the problem-solving process for various hospitality and travel products and services. Ideation is the creative process of generating, developing, and communicating new ideas. It comprises all stages of a thought cycle, from innovation to development and prototyping, and to implementation. The course will introduce and make students apply the design thinking methodology and will make use of the various technologies available in the Tisch Center's Hospitality Innovation Hub.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1050.**TCHT1-UC 3600 Conferences and Business Events (3 Credits)***Typically offered Fall and Spring*

This class will provide students with a thorough and current understanding of the world of business events, including conferences and exhibitions, from the demand and the supply side perspective. The class will analyze the stakeholders involved, the market trends and patterns of provision, the role of conventions and exhibitions in the wider business events industry, the organizational aspects of conferences and exhibitions, and the customer's experience at these events. The role of the event venue will also be investigated. Consideration will be given to the impact of new technologies and sustainability issues. Strategies used for the successful management of conferences and exhibitions will be appraised via a range of international case studies.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**TCHT1-UC 3620 Casino Operations & Management (3 Credits)***Typically offered Spring*

An examination of the organizational structures and management challenges of operating a gaming business. Casino and gaming operations are structured and managed differently from other hospitality operations. Topics to be covered include: the history of casino gaming, the economics of gaming, management structure of casinos, rules and regulations that affect day-to-day operations, government restrictions, clientele, marketing strategies, licensing of employees, legislation concerning types of games, entertainment, and the legal requirements for operating a facility.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1070.**TCHT1-UC 3640 Management of Private Clubs & Resorts (3 Credits)***Typically offered Spring*

An exploration of the managerial challenges involved in operating clubs and resorts. Topics to be covered include: customer service, current consumer trends, industry developments, selecting and training staff, budgeting, departmental communication, expense control, revenue strategies, fee structures, geographical influences, governmental regulations, long term growth, and strategic management. Special attention is given to recreational programming, sporting activities, food and beverage operations, social events, educational activities, private parties and profit oriented vs. not-for-profit enterprises.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1070.**TCHT1-UC 3655 Marketing of Conferences & Special Events (3 Credits)***Typically offered Fall*

An analysis of strategies used to market conferences, meetings, and special events on a regional, national, and global scale. Topics to be covered include: planning to market the entire event; developing and using market research for profit versus not-for-profit marketing; sales techniques; target and niche markets; marketing images for organizations; strategic partnership development; and interactive marketing techniques.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** (TCHT1-UC 3600 OR TCHT1-UC 1300).



**TCHT1-UC 3900 Independent Study (1-4 Credits)***Typically offered Fall, Spring, and Summer terms*

Provides an opportunity to work with a faculty mentor on a research project. Approved topics should be extensions of existing courses previously taken or knowledge areas in which no courses are offered. Independent research is intended to extend the student's knowledge in an area in which his or her interest is more specialized than the norm. A written paper is required at the end of the project. Prior approval by an academic advisor as to the number of credits for which the student may register and the topic of the research is required.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1500.**TCHT1-UC 3905 Special Topics in Hospitality (3 Credits)**

This class provides a critical examination of the key issues of importance within the context of global hospitality management. While recognizing that these key issues might change in keeping with a dynamic global environment, the class intends to discuss topics that have relevance for hospitality management and contemporary trends that might affect the future development of this industry. The content of this class will be tailored to a specific theme that is topical at the time of teaching, and that is not covered in other classes. The theme of the class will be announced at the time of registration.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**TCHT1-UC 3910 Special Topics in Travel and Tourism (3 Credits)**

This class provides a critical examination of the key issues of importance within the context of global travel and tourism management. While recognizing that these key issues might change in keeping with a dynamic global environment, the class intends to discuss topics that have relevance for travel and tourism management and contemporary trends that might affect the future development of this sector. The content of this class will be tailored to a specific theme that is topical at the time of teaching, and that is not covered in other classes. The theme of the class will be announced at the time of registration.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**TCHT1-UC 3915 Special Topics in Events (3 Credits)**

This class provides a critical examination of the key issues of importance within the context of global event management. While recognizing that these key issues might change in keeping with a dynamic global environment, the class intends to discuss topics that have relevance for event management and contemporary trends that might affect the future development of this industry. The content of this class will be tailored to a specific theme that is topical at the time of teaching, and that is not covered in other classes. The theme of the class will be announced at the time of registration.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**TCHT1-UC 3920 Field Study in Hospitality (3 Credits)**

"In this course, students will explore hospitality topics and current issues through a global lens, by participating in a field study experience. The focus of the course will be closely aligned with the chosen site location, and will reflect current or future hospitality trends and/or key challenges for the hospitality industry. Through a combination of onsite experiences and independent study post-trip, students will be able to explore their own specific interests within the proposed theme of the course. The course will consist of a minimum of two pre-departure preparation sessions, followed by a field experience of approximately 5 days, at one of NYU's global sites or another destination. On location, students will participate in lectures, guest speaker visits and site visits. Part of the coursework for this course will be completed after the end of the field experience."

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**TCHT1-UC 3925 Field Study in Travel and Tourism (3 Credits)**

"In this course, students will explore travel and tourism topics and current issues through a global lens, by participating in a field study experience. The focus of the course will be closely aligned with the chosen site location, and will reflect current or future travel trends and/or key challenges for the tourism sector. Through a combination of onsite experiences and independent study post-trip, students will be able to explore their own specific interests within the proposed theme of the course. The course will consist of a minimum of two pre-departure preparation sessions, followed by a field experience of approximately 5 days, at one of NYU's global sites or another destination. On location, students will participate in lectures, guest speaker visits and site visits. Part of the coursework for this course will be completed after the end of the field experience."

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**TCHT1-UC 3930 Field Study in Events (3 Credits)**

"In this course, students will explore event management topics and current issues through a global lens, by participating in a field study experience. The focus of the course will be closely aligned with the chosen site location, and will reflect current or future event trends and/or key challenges for the event industry. Through a combination of onsite experiences and independent study post-trip, students will be able to explore their own specific interests within the proposed theme of the course. The course will consist of a minimum of two pre-departure preparation sessions, followed by a field experience of approximately 5 days, at one of NYU's global sites or another destination. On location, students will participate in lectures, guest speaker visits and site visits. Part of the coursework for this course will be completed after the end of the field experience."

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**TCHT1-UC 3950 Emerging Issues in Hospitality & Tourism (3 Credits)***Typically offered occasionally*

A review and analysis of important current trends and issues in hospitality and tourism through the perspectives of operations, marketing, finance, human resources, law, leadership, technology, and strategic management. Topics to be covered include: strategic thinking, sustainability, global perspectives, trend analysis, and practical business research. Students will work in teams analyzing the topic and develop a range of management strategies for a specific case or set of issues.

**Grading:** UC SPS Graded**Repeatable for additional credit:** No**Prerequisites:** TCHT1-UC 1601.

**TCHT1-UC 4000 Consulting Practicum (3 Credits)**

*Typically offered occasionally*

In this course, students will work as external consultants to an industry partner who will provide them with a question or challenge. Topics to be covered include: diagnosing the issues, developing a scope of work, preparing a proposal, contracting with a client, managing client relationships and communications, understanding client personnel reactions to consultants, identifying sources of direct and proxy data, including sources of external data used by leading consultants and conducting literature reviews, understanding data reliability and validity, assessing and accessing resources, changes in scope, preparing deliverables, monitoring progress, reporting results, achieving engagement closure and extensions of services. Additional topics will include professional organizations, consulting ethics and professional terms. Students will work in teams to conduct significant consulting projects, from contracting to presentation of results, with appropriate clients under the guidance of the course faculty.

**Grading:** UC SPS Graded

**Repeatable for additional credit:** No

**Prerequisites:** TCHT1-UC 1150.