Undergraduate Course Descriptions


Y66.1000/Introduction to the Tourism Industry

This course provides an introduction to the dimensions, scope and operations of the components of the tourism industry. All major elements of the tourism system will be examined including transportation and distribution systems, guests and hosts, attractions, accommodations, entertainment, wholesale and retail operations, trade organizations, and government agencies. The terms, definitions, and organization of hotels will be explored including the various departments, the meaning of guest services, differentiation of brands and current industry issues.

Y66.1050/Entrepreneurship in Hospitality and Tourism

This course will examine the challenges and opportunities associated with starting a new hospitality or tourism business venture. Emphasis will be on the planning and development of a hospitality or tourism business as either a private or non-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.

Y66.1070/Principles of the Lodging Industry

In recent years, there has been tremendous growth in the types and styles of lodging accommodations available to the public. The proliferation of these concepts has been partially due to the impact of expanding market segmentation and the visitor,s sophistication and expectations. The class will provide an overview of a variety of lodging operations, organizational structure, the physical plant, lodging technology, and the importance of the various services from engineering and maintenance to general manager.

Y66.1100/Financial Management for Hospitality and Tourism

Prerequisite: Y66.1120 Hotel and Tourism Accounting

This course investigates the different financial instruments and structures by which hotels and tourism entities operate. Students review the basic financial concepts and reporting requirements that apply to the industry. Emphasis is placed on the uses of financial data for planning and controlling operations, capital budgeting and structure, cash budgeting and management, cost control techniques and their use in defining goals of the organization. Appropriate software applications are used.

Y66.1120/Hotel and Tourism Accounting

Prerequisite: Math requirement V63.0017 or V63.0121

The principles of double entry systems, control accounts, and subsidiary
records are reviewed and detailed. Emphasis is on the worksheets and variations of systems as well as accounting procedures involved with partnership and corporation capital accounts. End results of the accounting process, such as cost, financial relationships, financial analysis, taxes, and budgeting, are investigated as a beginning to the managerial accounting approach.

**Y66.1200/Human Resource Management**

This course examines the importance of human resource management in hospitality and tourism operations. Students examine, from a global perspective, the social, legal, and competitive factors that influence human resources while learning to develop skills to effectively motivate and manage a competent work force. Topics include: manpower analysis; recruitment and selection; communication techniques; motivation; leadership skills; compensation and benefits; performance appraisals; discipline and grievance procedures; counseling, union and labor relation laws.

**Y66.1300/Hospitality and Tourism Marketing**

This course applies marketing concepts to the hospitality and tourism sector with special emphasis on the role of promotion, competitive intelligence, segmentation, target marketing, media planning, internal marketing, and marketing management. Topics include: distribution channels; product identification; differentiation programming and packaging; marketing trends; public relations; and application of sales management to hospitality and tourism operations.

**Y66.1320/Hospitality and Tourism Sales**

*Prerequisite: Y66.1300 Hospitality and Tourism Marketing*

This course will focus on the knowledge and skills required to be a successful sales person with emphasis on the variety of sales positions within the hotel and tourism industry. The course will focus on sales techniques and service in the hospitality/tourism industry, understanding the buyer, understanding the product, sales cycle of success, advancing the sale, selling by telephone and in person, negotiations and contracts, and strategies for success.

**Y66.1350/Leadership and Management**

This course centers around helping mid-level managers develop greater leadership skills. Emphasis in placed on the importance of looking at oneself before attempting to change others. The curriculum relies heavily on class discussion, group interaction, role-playing, case studies, and experiential learning. Topics include self-awareness, situational leadership, performance appraisal, ethics, communications, and problem solving.

**Y66.1360/Customer Relationship Management in Hospitality and Tourism**

Every customer comes with certain expectations about the quality of the goods, services, and the total experience they expect from hospitality or tourism related businesses. This course will provide an understanding of the various techniques and strategies needed to understand customer behavior and how to provide quality service that consistently meets or exceeds the customer,s expectations. Topics include the value of customers, customer,s perception of value and service, guest dissatisfaction, service quality, continuous improvement process, communication skills, and how to measure customer satisfaction.

**Y66.1370/Statistical Methods for Hospitality and Tourism**

*Prerequisite: Junior STATUS*

This course serves as an introduction to the use of current statistical methods and their application for decision-making within the various segments of the industry. Topics include linear regression, probability theory, testing of a hypothesis, theory of sampling, correlation and regression, sensitivity analysis, chi-square analysis, percentiles, and statistical quality control. Students will learn how to use the SPSS statistical computer program that assists in analyzing financial data. Emphasis is on
the conceptual understanding and interpretation of data.

**Y66.1400/Hospitality and Travel Law**

*Prerequisite: Junior STATUS*

This course introduces students to contemporary laws and regulations that affect the hospitality and tourism industry. Topics include: basic legal principles and procedures; the hotel-guest relationship; laws regarding food and beverage service; legal standards of employee conduct; government regulations; and commercial and case law as it applies to tourism managers and hoteliers. Emphasis is placed on understanding negotiations, mediation, arbitration, and contract relationships between union and management, as well as vendors, suppliers, and concessionaires.

**Y66.1500/Applied Research in Hospitality and Tourism**

*Prerequisite: Junior STATUS*

This course is designed to teach students the process for obtaining relevant, reliable information pertaining to management decisions related to the delivery of hospitality and tourism services. General consideration will be given to specifying managerial problems, translating the problem into specific research questions, designing the data collection methodology, collecting data, analyzing and interpreting data, and reporting the research results. The course is designed to systematically apply this process to relevant, meaningful, and commonly asked questions specific to hospitality and tourism.

**Y66.1900/Internship I**

*Prerequisite: Junior STATUS*

This practical experience in hospitality and tourism management supplements classwork and projects. The University arranges with various hotels, tourist offices, and businesses a 300-hour internship for students who have successfully completed 30 credits. Permission to take the internship depends on position availability and approval from both the internship office and the cooperating employer.

**Y66.1901/Internship II**

*Prerequisite: Senior STATUS*

This course presents a second opportunity to apply classroom knowledge in business settings. The University arranges with various businesses and organizations for a 400-hour minimum internship for students who have successfully completed Internship I. Admission to internship class depends on availability and approval from both the internship office and the cooperating employer. Course may be completed over two semesters.

**Y66.1920/Professional Seminar I**

A discussion/lecture format orients students to University policies and procedures, research techniques, the library, and use of the Internet.

**Y66.1921/Professional Seminar II**

*Prerequisite: Sophomore STATUS*

The focus of this course is on interviewing techniques, professional presentation concepts, use of audiovisual equipment, and the importance of community service. Throughout the class, students are challenged with a series of case studies designed to assist the transfer of knowledge into work settings.

**Y66.1922/Professional Seminar III**

*Prerequisite: Junior STATUS*

This course is focused on professional realities and the need for continual self-assessment, capitalizing on individual strengths and weaknesses, learning from mistakes, while developing ethical behavior.
Y66.1923/Professional Seminar IV

Prerequisite: Senior STATUS

This course presents senior students with case studies that assist them in transferring classroom knowledge to the professional environment. Students continue the self-assessment process and may be assigned mentors to assist in developing transition skills. The focus is to examine advanced concepts in management that relate to challenges the students will face in their career path. Includes preparation of an individual portfolio and instruction on using a portfolio during an interview.

Y66.3010/Systems Analysis

Prerequisite: Y66.3020 Hospitality and Tourism E-commerce

This course features concepts and techniques used to analyze and design information systems for use in hotel and tourism organizations. Topics include: system planning and business analysis methods; information system development, standards and techniques; and information and application of systems analysis tools and processes needed to solve problems in the global tourism and hotel industry.

Y66.3020/Hospitality and Tourism e-commerce

Students are provided with an understanding of the logical framework and pragmatic application of information management systems as they apply to the hospitality and travel industry. Topics include systems design and implementation, evaluation of costs and benefits of alternative systems, data administration, database design, and the expanding development of e-commerce as a business strategy in the industry. The course also discusses the managerial uses of property management systems and global distribution systems.

Y66.3030/Direct Marketing Systems

Prerequisite: Y66.3020 Hospitality and Tourism E-commerce

This course surveys the basic concepts, strategies, and technologies involved in offering a service for sale directly to potential customers. Direct marketing concerns the promotion and the sale of either individual or package components of hospitality or tourist products. Topics include technological management of information (i.e., list management, selection and segmentation, marketing support systems, etc.), multimedia strategies, and testing and modeling. Attention is focused on technologies and processes employed in the creation of the direct marketing product.

Y66.3040/Internet, Intranet, and Multimedia Applications

Prerequisite: Y66.3020 Hospitality and Tourism E-commerce

Development of Internet, Intranet and multimedia applications for the emerging global hospitality and tourism industry requires an understanding of how to select and create content that will deliver a quality experience to the visitor and serve as an additional professional tool for managers. Students must understand the trends in the industry and be able to develop products and information that provide added value. This course examines design of the network, business related issues, security needs, and multimedia development, testing, packaging, product protection and distribution.

Y66.3050/Database Management Systems

Prerequisite: Y66.3020 Hospitality and Tourism E-commerce

This course provides a working knowledge of the logical structure and physical implementation of database management concepts. Database management skills as a fundamental requirement for hospitality and tourism managers and professionals is explored. Topics include: fundamental concepts of data communications standards and networked computer environments. Relational database management for both PC and mainframe environments is highlighted.

Y66.3200/Rooms Division Management
The function of this course is to present an in-depth analysis of the major components (front office, guest services, housekeeping, reservations, engineering/maintenance and security) of the rooms division within a hotel. The interaction of this division and the other areas of the hotel are explored in relationship to customer service. The concepts of revenue management and cost containment are explained from a yield management and revenue management systems approach.

**Y66.3210/Food and Beverage Facility Planning**

**Prerequisite: Junior STATUS**

This course provides an understanding of the principles of food and beverage facilities layout and interior design from a planning and cost management perspective. The concepts of form and function are explained in relationship to service. Topics include design of the physical facility, workplace design, equipment and interiors, preventative maintenance programs, energy management, and the use of software to assist in the design of facilities.

**Y66.3220/Lodging Facilities Management**

This course focuses on the management of the physical plant from a design and maintenance perspective. Physical space and furnishings impact the image of the property, the experience of the guest, and the return on investment. The concepts of form and function are explained in relationship to service. Emphasis is given to preventative maintenance programs, energy management, basic building systems design and operation, security and control efforts, and coordination within the facility.

**Y66.3230/Revenue Maximization**

**Prerequisite: Senior STATUS**

This course focuses on maximizing revenue within lodging food and beverage outlets while maintaining control of internal and external costs in order to earn a profit. Whether managing an inventory, determining cost of items, or developing a staffing plan, students will learn to measure tangible and intangible areas that affect the bottom line. In addition, merchandizing is a critical revenue stream for food and beverage outlets. Determining appropriate merchandizing products and marketing strategies will enhance understanding of auxiliary revenue sources. Topics include point of sales systems, cost-value-profit analysis, evaluating a merchandizing plan, and managing inventory.

**Y66.3240/Lodging Food and Beverage Operations**

The lodging food and beverage manager coordinates and manages a diverse and complex operation. Depending on the level of service, the number of outlets may include lounge, room service, fine dining, and retain, each requiring a different approach to marketing, service, and design. In addition to the daily operations, explaining the interrelationship between departments with emphasis on operational analysis, purchasing, inventory, cost analysis, and banquet and beverage service will be discussed.

**Y66.3245/Lodging Catering Management**

Catering events are of increasing importance in the hotel and tourism industry. This course will explore on and off premise banquet and catering operations with a focus on special and sporting events. Topics include: menu design for business and social functions; function planning and operations; and pre- and post-event activities.

**Y66.3270/Strategic Pricing and Revenue Management**

**Prerequisite: Y66.1100 Financial Management for Hospitality and Tourism**

The hospitality industry pricing strategies have evolved to a level best described as revenue management. This course combines elements of yield management, technology, and data collection to produce an interactive approach to managing return. The financial methods for determining pricing structures and revenue optimization form the basis of the course. Topics include pricing theory; marginal return measures; Rev Par; and competitive
analysis.

**Y66.3300/Lodging Development**

*Prerequisite: Y66.1100 Financial Management for Hospitality and Tourism and Junior STATUS*

An understanding of the development process within the lodging industry is imperative for managers involved in the expansion of hotel chains or independent lodging facilities. This course will provide an overview of current trends in lodging development, finance and the implications on the industry. Students will learn about the importance of finance, sources of capital, development of a business portfolio, financing for lodging construction projects, investment funds, and joint venture opportunities. Students will be responsible for developing a business plan for a lodging project.

**Y66.3310/Planning, Design, and Construction**

*Prerequisite: Junior STATUS*

This course provides an overview of lodging planning, design, and development and construction process from its inception to the ground opening. Topics will focus on the identification of property location, zoning laws, local building policies and the design, planning and construction process. Students will learn about adaptive reuse of historic properties and how to analyze architectural plans and specifications. Each student will develop the plans and design of a conceptual hotel, including the design of room layouts, interior spaces, and a project budget based on construction specifications.

**Y66.3320/Business Plans and Feasibility Studies**

*Prerequisite: Junior STATUS*

Before any development or acquisition of a lodging facility, it is important to conduct a feasibility study. The business plan as part of a feasibility study is referred to as a market study with cash flow analysis, which includes forecasted occupancy, estimated average room rates, recommendations about the physical amenities of a property and financial projections. Topics include how to develop a step-by-step approach to conducting a business plan/feasibility study, market data analysis that incorporates critical decision points, supply and demand analysis, financial projections and analysis.

**Y66.3330/Investment Analysis and Financing**

*Prerequisite: Junior STATUS*

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 using software as a tool for financial analysis.

**Y66.3400/Tourism Destinations and Cultures**

*Prerequisite: Y66.1000 Introduction to the Tourism Industry*

Review of the world geography from a systematic viewpoint emphasizing the physical, social, and human (cultural) environment impacted by visitors. Emphasis on understanding geography, trends in travel movement at tourism destination areas, travel patterns, and changing interests of the viewer.

**Y66.3410/Socio, Cultural, Environmental Issues and Impacts**

*Prerequisite: Junior STATUS*

The socioeconomic issues and impacts of tourism and the relationship to sustainable tourism have become controversial in communities where
tourism development has not been planned or controlled. As a result, tourism can have either adverse impacts or positive change. This course is designed to introduce students to the specific types of results and the policies or processes that can be used to mitigate the impacts. Topics include types of socioeconomic impacts, cultural impacts, sustainable tourism policies, impact control measures, economic enhancement programs, government programs, multiplier effect, and cost benefit analysis.

Y66.3430/Sports Tourism

The symbiotic relationship that exists between tourism and sports is the focus of this course. Students will gain an understanding of tourism in the development of sport and the expanding role of sports in the tourism industry. Topics include the historical development and nature of sports tourism, sport as a segment of the tourism industry, and the economic, socio-cultural, environmental and health impact of sport tourism.

Y66.3460/Marketing of Tourism Destinations

Prerequisite: Y66.1300 Hospitality and Tourism Marketing

This course examines the guidelines for formulating destination oriented marketing goals and strategies. Increasing competition for travelers has enhanced the importance of destination marketing. The need for expanded communication and the evolution of the channels utilized to inform potential visitors requires integrated marketing campaigns. Topics include the trends, issues, and challenges influencing tourism destination marketing and the elements that combine to create an integrated destination marketing system.

Y66.3470/Tourism Planning and Policy

Comprehensive review of the tourism planning process used to develop or modify a travel destination area. Aspects of the strategic tourism planning process explored include: the development of goals and objectives; the identification of natural, cultural, social, and recreational resources; and the control procedures need to assure implementation and measure impacts. The evolution of modern tourism policy at the national and international level, formulation of new policy, and implementation of policy as it relates to planning and management of tourism is also discussed.

Y66.3490/Special Interest Tourism

Prerequisite: Y66.3400 Tourism Destinations and Cultures

This course examines the issues involved in developing destinations and tourism products that are sensitive to the natural and cultural resources of the area. The demand for more specialized tourism products has resulted in the development of a broad range of natural and social elements that attract visitors and/or lengthen their stay. Topics include: ecotourism; rural tourism; heritage and cultural tourism; and adventure tourism.

Y66.3600/Conference and Event Management

This course is an introduction to the field of conferences and meeting management. Students examine the different types of meetings and conferences and the types of organizations that stage such events. Topics include: the role of the planner; setting objectives; site selection; negotiations; program design; budgeting; contracts; speaker selection; registration; on-site logistics; transportation; and security and legal issues. The use of convention centers and multi-hotels in relationship to housing and participant registration systems, vendor contracts, and union staff is also explored.

Y66.3610/Technology for Conference and Event Management

Prerequisite: Y66.3020 Hospitality and Tourism E-commerce

Specialized technology in event and conference management is introduced as a tool to improve marketing efforts, registration techniques, planning strategies, and educational offerings. Applications of technology in conference and event management include: needs assessment (research); housing management; on-line/on-site registration; hospitality staffing; food and beverage coordination; audiovisual equipment; coordination; event
survey development/implementation (feedback); and financial/statistical data processing. Traditional and new technologies are presented as a means of expanding the communication process.

**Y66.3620/ Casino Operations and Management**

Casino/gaming operations are structured and managed differently from other hospitality operations. This course discusses 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.

**Y66.3640/ Management of Private Clubs and Resorts**

This course explores unique aspects of managing a club or resort. Maintaining an attractive program of offerings is the crucial issue for both types of businesses. Students explore the development of recreation programming, social events, education and improvement activities. Special topics include: personnel; special services; coordination of efforts among departments; legal regulations imposed on such operations; and current consumer trends and issues.

**Y66.3650/ Planning of Conferences and Special Events**

*Prerequisite: Junior STATUS*

Special events have become a major growth industry with the focus of creating a memorable experience for the guest. Among the topics for discussion will be conference and special event planning and operations, creative merchandising, use of video and film production, entertainment, decorating, concessionaires, volunteer management, food and beverage operations, and budget development.

**Y66.3655/ Marketing and Sales of Conferences and Events**

The marketing of conferences and events requires specialized skills and knowledge. This course features not-for-profit marketing and sales techniques. Topics include: target and niche markets; promoting an appropriate marketing image for an organization; strategic partnership development; attracting participants and sponsors; and how to sell and service participants.

**Y66.3660/ Parks, Recreation, and Sports Marketing**

Examination of marketing concepts and methods available to recreation, parks, and sporting events. Topics include the societal marketing philosophy, marketing research, market segmentation and marketing mix strategies related to programming, distribution, pricing and promotion of recreation and sports services. Special emphasis is placed on the unique nature of nonprofit marketing.

**Y66.3900/ Independent Study**

Provides an opportunity to work with a faculty member mentor on a well-defined 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.

**Y66.3950/ Special Topics**

The course will examine special topics in hospitality and tourism whether it is new practices and standards, evolving market segments, the rise of new products and services or the changes in technology, this course will address the "hot topics" of the rapidly changing realities of the hospitality and tourism industries.

**Y68.1000/ Introduction to Sports Management and Leisure Studies**
This course is designed as an overview of the broad field of recreation and leisure services. In particular, the course provides students with an introductory understanding of the nature and scope of leisure behavior, its historical development, affiliated recreation and leisure activity, and an array of resources associated with each.

**Y68.1010/Organization and Administration of Sports and Leisure Services**

*Prerequisite: Y68.1000 Introduction to Sports Management and Leisure Studies*

Survey of organization and administration of recreation and park services at the national, state and community levels. Includes enabling legislation, outdoor recreation, community leisure resources, and participation patterns, involving participants, funding, budgeting, standards and evaluation. Focus on the changing nature of the national park system.

**Y68.1020/Foundations of Sports and Leisure Behavior**

This course addresses the role of leisure and recreation in contemporary society. Analysis of fundamental philosophical concepts related to leisure behavior. The course addresses social factors shaping how people perceive, experience, and respond to discretionary time. Other topics include leisure constraints, changing definitions of work and leisure, and the economics of leisure in modern society.

**Y68.1040/Corporate Sponsorship of Sports and Entertainment Events**

*Prerequisite: Y68.1020 Foundations of Sports and Leisure Behavior*

Detailed consideration of the relationship between recreation and leisure service properties and corporate sponsorship programs. Focuses on rationale, benefits, proposal development, and solicitation of corporate sponsors with special attention paid to the notions of alignment marketing, sponsor value, and sponsorship evaluation.

**Y68.1050/Entrepreneurship in Sports and Leisure**

*Prerequisite: Y68.1020 Foundations of Sports and Leisure Behavior*

Students develop an idea for a small recreation/leisure service business and then determine whether or not the idea is feasible. Special emphasis is placed on discovering and evaluating opportunities, developing appropriate business concepts; determining and acquiring needed resources, and managing the start-up and growth phases of new business creation. The operational requirements of a wide range of recreation businesses are considered.

**Y68.1060/Applied Research in Sports and Leisure Management**

*Prerequisite: Junior STATUS*

This course is designed to teach students the process for obtaining relevant, reliable information relating to management decisions related to the delivery of recreation and leisure services. General consideration is given to specifying the managerial problems, translating the problem into specific research questions, designing the data collection methodology, collecting data, analyzing and interpreting data, and reporting the research results. The course is designed to systematically apply this process to relevant, meaningful, and commonly asked questions specific to recreation and leisure services.

**Y68.1071/Professional Seminar I**

*Prerequisite: Freshman STATUS*

A discussion/lecture format orients students to University policies and procedures, research techniques, the library, and the Internet.

**Y68.1072/Professional Seminar II**

*Prerequisite: Sophomore STATUS*
Students are schooled in the various aspects of professional comportment, development of resumes, and cover letters.

**Y68.1073/Professional Seminar III**

*Prerequisite: Junior STATUS*

The focus of this course is on interviewing techniques, professional presentation concepts, use of audiovisual equipment, and performing community service.

**Y68.1074/Professional Seminar IV**

*Prerequisite: Senior STATUS*

Over the course of the year students are challenged with a series of case studies designed to assist the transfer of knowledge into work settings. Also, students are assigned to professional mentors who assist in their professional understanding and development.

**Y68.1080/Advanced Seminar in Sports and Leisure Management**

*Prerequisite: Senior STATUS*

Capstone class in recreation and leisure studies. Primary focus is to allow senior students to examine their previous course work, employment experiences and leisure service management interest in a small group setting. Several concepts related to the management and marketing of leisure services are discussed, as are emerging problems facing the field. The course also examines the importance of service quality and its evaluation in the delivery of recreation and leisure services.

**Y68.1091/Internship I**

A practical experience in sports management augments the student's class work, discussion, and projects. The University, in cooperation with the student, arranges with various businesses and organizations for a 300-hour internship for students who have achieved junior status. Admission to the internship depends on availability and approval from both the internship office and the cooperating employer. Course may be completed over two semesters. Internship is expected to be a minimum of 300 hours.

**Y68.1092/Internship II**

A second opportunity to apply classroom knowledge in a business setting. The university arranges with various businesses and organizations for a 10- to 14-week internship for students who have successfully completed Internship I, Y68.1091, and have achieved junior status. Admission to the internship depends on availability and approval from both the internship office and the cooperating employer. 400 hours.

**Y68.1100/Financial Management for Sports and Leisure Organizations**

*Prerequisite: Y68.1120 Sports Management Accounting or Junior STATUS*

This course investigates the different financial instruments and structures by which sports entities operate. Students review the basic financial concepts and reporting requirements that apply to the industry. Emphasis is placed on the uses of financial data for planning and controlling operations, capital budgeting and structure, cash budgeting and management, cost control techniques and their use in defining goals of the organization. Appropriate software applications are used.

**Y68.1120/Sports Management Accounting**

*Prerequisite: Math requirement V63.0017 or V63.0121*

This course provides students with an understanding of the different financial instruments and structures by which businesses within the sports industry operate. Students review the basic financial concepts and reporting requirements that apply to the industry. Emphasis is placed on the use of
financial data for planning and controlling operations, capital budgeting and structure, cash budgeting and management, and cost control techniques and their use in defining goals of the business or organization. Appropriate technology for financial accounting will be used in the class.

Y68.1200/Human Resources Management

This course examines the importance of human resource management in sports and leisure businesses. Students will learn about the social, legal, and competitive factors that impact human resources and at the same time how to effectively motivate and manage a competent work force. Topics include: ethnic diversity in the workplace, manpower analysis, recruitment and selection, communication techniques, team building, motivation, hiring procedures, compensation and benefits, performance appraisals, discipline and grievance procedures, counseling, union and labor relations laws.

Y68.1350/Leadership and Management

This course focuses on helping mid-level managers develop greater leadership skills. Emphasis is placed on the importance of looking at one's self before attempting to change others. The curriculum relies heavily on class discussions, group interaction, role-playing, case studies, and experiential learning. Topics include self-awareness, situational leadership, performance appraisal, ethics, communications, and problem solving.

Y68.1360/Customer Relationship Management

Every customer comes with certain expectations about the quality of the goods, services and the total experience that they expect from a sporting event or facility. This course will provide an understanding of the various techniques and strategies needed to understand customer behavior and how to provide quality service that consistently meets or exceeds the customer expectations. Topics include the value of customers, customer's perception of value and service, guest dissatisfaction, service quality, continuous improvement process, communication skills, and ways to measure customer satisfaction.

Y68.1370/Statistical Methods for Sports Management

Prerequisite: Junior STATUS

An introduction to the use of current statistical methods and their application for decision making within the various segments of the sports management industry. Topics include linear regression, probability theory, testing of a hypothesis, theory of sampling, correlation and regression, sensitivity analysis, chi-square analysis, percentiles, and statistical quality control. Students will learn how to use the SPSS statistical computer program that assists in analyzing financial data. Emphasis on the conceptual understanding and interpretation of data.

Y68.1380/E-commerce in Sports Management

This course will provide students with an understanding of the logical framework and pragmatic application of information management systems as they apply to the sports management and leisure industries. Topics include systems design and implementation, evaluation of costs and benefits of alternative systems, data administration, database design and the expanding development of e-commerce as a business strategy in the industry.

Y68.2000/Leadership and Supervision in Recreation

Basic concepts of group processes, leadership and supervision in recreation. Analysis of leadership techniques, methods and styles. Study of fundamental supervisory functions. Topics include: trends and issues in leadership, comprehension of individual leadership abilities, understanding of planning, implementation and evaluation of programs and activities.

Y68.2010/Recreation in an Urban Environment

Examination of leisure interests, needs and patterns of participation in urban centers in relation to facilities, programs, and personnel required for delivery of leisure services. Emphasis is given to study of different cultural groups and the development of skills and techniques for leading recreation
activities.

**Y68.2030/Problems and Issues in Recreation and Leisure**

Exploration of current issues and problems related to service delivery, legislation, funding, and liability and safety. Students learn the process of problem and identification solution. Different problem theories and methods are discussed relative to the variety of issues facing leaders in recreation.

**Y68.2244/Group Communication and Decision Making**

This course explores the basic principles of personal interaction as a basis of the communication process, particularly as they apply to small group dynamics and collective decision-making. Creative problem-solving processes are also examined.

**Y68.2310/Sports Finance**

*Prerequisite: Junior STATUS*

This course examines the application of basic concepts of public and private sector financing to amateur, collegiate and professional sports organizations. Topics include: public financing of sports and events, labor market issues, costs and benefits of a franchise or a facility to a city, monopoly and antitrust, and sports franchises as profit-maximizing firms.

**Y68.2320/Sports Law**

*Prerequisite: Junior STATUS*

An introduction to the legal system and basic liability issues of agency, tort, contract, and constitutional law as they apply to the managed sports industry. The course is designed to allow students to develop a familiarity with legal terminology and an awareness of legal and non-legal issues in the context of the managed sports industry.

**Y68.2330/Sports Facility Management**

This course is designed to provide students with an overview of issues related to public assembly sports facilities (stadiums, aquatic centers, and arenas). Specifically, it addresses how such facilities are planned, managed, operated, evaluated, and maintained. Also covered are issues ranging from traffic circulation to security and safety issues. Guest speakers who specialize in the management of specific types of facilities and facility visitations are integral parts of the course.

**Y68.2340/Food and Beverage Operations in Sports Facilities**

*Prerequisite: Junior STATUS*

The food and beverage division occupies an important position within a sports facility. This course provides an understanding of the history of food and beverage service, principles of food and beverage operations, layout and interior design, equipment operations, purchasing, receiving, and food and beverage cost control. Special emphasis is given to preventative maintenance programs, energy management, management companies and operations, security and control efforts, and coordination with other departments in the sports facility.

**Y68.2350/Strategic Pricing and Revenue Management**

*Prerequisite: Senior STATUS*

Maximizing revenue with a sports facility and maintaining control of internal and external costs is essential to earning a profit. Whether managing an inventory, determining cost of items, or developing a staffing plan, students will learn to measure tangible and intangible areas that affect the bottom line. Topics include pricing theory, cost-value-profit analysis; yield management, review of business agreements, competitive analysis, evaluating a merchandising plan, and managing inventory.

**Y68.2360/Marketing and Sales of Sports Facilities**

*Prerequisite: Junior STATUS*
One of the challenges facing sports managers today is how to create innovative products and marketing strategies so the sports facility gains a market presence. This course applies marketing concepts to the sports complexes with emphasis on the role of sales, public relations, promotion, media planning, and marketing management. Topics include distribution channels/ product identification; differentiation programming and packaging, marketing trends, and application of sales techniques to sports operations.

**Y68.2400/Sports Business Development**

*Prerequisite: Junior STATUS*

An understanding of the development process within the sports industry is imperative for managers involved in the expansion of sports facilities. This course will provide an overview of current trends in sports facility development and the implications on the industry. Students will learn about the importance of finance, sources of capital, development of a business portfolio, investment funds, and joint venture opportunities. Students will be required to develop a business plan for the development of a sports business.

**Y68.2410/Business Plans and Feasibility Studies**

*Prerequisite: Junior STATUS*

Before any development or acquisition of a sports facility, it is important to conduct a feasibility study. The business plan as part of a feasibility study is referred to as a market study with cash flow analysis, which includes forecasted occupancy, estimated average room rates, recommendations about the physical amenities of a property and financial projections. Topics include how to develop a step-by-step approach to conducting a business plan/feasibility study, market data analysis that incorporates critical decision points, supply and demand analysis, financial projections and analysis.

**Y68.2420/Planning, Design, and Construction of Facilities**

*Prerequisite: Junior STATUS*

This course provides an overview of sports facility planning, design, development and construction process from its inception to the grand opening. Topics will focus on the identification of property location, identification of capital, zoning laws, local building policies and the design and planning of a facility. The importance of interior and exterior design and the use of existing resources will be discussed. Students will learn how to plan and design a sports facility using graphics and computer-aided design programs.

**Y68.2430/Investment Analysis and Financing**

*Prerequisite: Junior STATUS*

Knowledge of investment analysis and financing is a vital necessity in sports development and property acquisition. This course will focus on the various investments and financial analysis methods used to decide on investment in sports facility projects. Topics 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 of financial analysis.

**Y68.2500/Sports and Entertainment Advertising and Media Strategies**

Different channels of distribution are necessary to adequately market sport and entertainment activities. Among the proven strategies to be discussed are direct marketing, all forms of traditional and electronic media, and the value of endorsements whether on a local or international level. Topics will include: strategies for media and advertising placements, review of current practices, future trends and historical perspectives relative to the sports and entertainment market and its importance.
Y68.2510/Sports and Entertainment Promotions and Sales

The goal of public relations is to improve the environment in which a company operates. Understanding the concepts and purpose of promotion and public relations is vital to a successful marketing strategy. Topics covered in this course include creating and maintaining a favorable image through public relations activities, premiums, tie-ins and cross-promotions. Students learn how to develop promotional and public relation plans based on research or fact finding and planning.

Y68.2520/Sports and Entertainment Marketing Technology

This course is designed to explore information management and the technological methods used to collect and process the abundance of information and to apply it in marketing sports products and entertainment services. The course will explore the advances in computer technology, which are revolutionizing the way new public facilities are being designed, presented and marketed. Topics include data collection, sport market research, database management and forecasting.

Y68.2530/Sports and Entertainment Packaging

Students will learn how to develop all the components necessary to package sports and entertainment events and to identify the components that are attractive to sought-after markets, as well as explore opportunities for combining sporting events with other local tourism services and attractions. Topics include how supply is characterized by sport-event venues and the destination, services necessary to host visitors, opportunities for developing special promotions and entertainment products that can be used and enjoyed by visitors, spectators, and fans.

Y68.2540/Events and Entertainment Licensing and Merchandising

Licensing and merchandising has become a major responsibility of professional sports managers and administrators. This course will provide an in-depth understanding of the legal aspects and challenges associated with producing events and entertainment venues and the growing importance of licensing and merchandising. Students will learn how to structure special events and entertainment contracts, negotiate licensing application agreements and endorsements, license execution, royalty fees, and understand the fundamentals of copyright and contract law and trademark requirements.

Y68.3430/Sports Tourism

The symbiotic relationship that exits between tourism and the sports businesses is the focus of this course. Students will gain an understanding of tourism in the development of sport and the expanding role of sport in the tourism industry. Focus on the historical development between sport and tourism, the nature of sports tourism, sport as a segment of the tourism industry and the economic, socio-cultural, environmental and political impact of sport tourism.

Y68.3660/Marketing of Sports and Leisure Services

Examination of marketing concepts and methods available to recreation, parks and sporting events. Topics include the societal marketing philosophy, marketing research, market segmentation and marketing mix strategies related to programming, distribution, pricing and promotion of sports and leisure services. Special emphasis is placed on the unique nature of non-profit marketing.

Y68.3900/Independent Study

Director approval required

Independent study is an opportunity for serious and capable students to do academic work outside the boundaries of the established curriculum. Its purpose is to allow students to pursue specialized studies of topics that are not available in existing courses. Though independent study is student-directed, participants work closely with a faculty mentor who guides and evaluates their work.