

## 2004-2006 Graduate Calendar

The information published in this Graduate Calendar outlines the rules, regulations, curricula, programs and fees for the 2004-2006 academic years, including the Summer Semester 2005, the Fall Semester 2005 and the Winter Semester 2006.

For your convenience the Graduate Calendar is available in PDF format.

If you wish to link to the Graduate Calendar please refer to the Linking Guidelines.

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## **Disclaimer**

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The Office of Graduate Program Services has attempted to ensure the accuracy of this on-line Graduate Calendar. However, the publication of information in this document does not bind the university to the provision of courses, programs, schedules of studies, fees, or facilities as listed herein.

## **Limitations**

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The University of Guelph reserves the right to change without notice any information contained in this calendar, including any rule or regulation pertaining to the standards for admission to, the requirements for the continuation of study in, and the requirements for the granting of degrees or diplomas in any or all of its programs.

The university will not be liable for any interruption in, or cancellation of, any academic activities as set forth in this calendar and related information where such interruption is caused by fire, strike, lock-out, inability to procure materials or trades, restrictive laws or governmental regulations, actions taken by the faculty, staff or students of the university or by others, civil unrest or disobedience, or any other cause of any kind beyond the reasonable control of the university.

The University of Guelph reaffirms section 1 of the Ontario Human Rights Code, 1981, which prohibits discrimination on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, handicap, age, marital status or family status.

The university encourages applications from women, aboriginal peoples, visible minorities, persons with disabilities, and members of other under-represented groups.

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## Table of Contents

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<b>Hospitality and Tourism Management .....</b>	<b>92</b>
MBA Program .....	92
Courses .....	93

## Hospitality and Tourism Management

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### MBA Program

The Master of Business Administration Hospitality and Tourism degree program prepares students for advanced career in hospitality, tourism and service industries. Three study options are available to suit different needs and personal circumstances. Regardless of the option selected, the MBA program has both course work and research components. The common core of knowledge expected of all MBA graduates is an advanced understanding of hospitality service systems in general with specific knowledge as applied to management, marketing, tourism, organizational behaviour, finance and research methods.

### Admission Requirements

Applicants must meet university requirements for admission to graduate studies. Students come to the program from a variety of disciplines and normally have at least three years of relevant industry experience. Those with academic business backgrounds are usually ready to enter into their graduate work immediately. Students without business backgrounds may be required to take foundation courses in the hospitality field. It may also be necessary for those with liberal arts backgrounds to take foundation courses in both hospitality and business. Each student's program is designed to take advantage of the individual's particular needs and strengths.

The following foundation courses are required of all MBA students:

- Computer literacy
- Accounting
- Finance
- Marketing
- Hospitality management/operations
- Organizational behaviour

Normally, the above requirements will be satisfied by university-level courses taken prior to commencement of graduate studies. Some requirements may be satisfied by work experience. The MBA Admissions committee considers each applicant on his/her own merit and decides if foundation courses are required. The Graduate Management Admissions Test (GMAT) may be requested as evidence of academic ability in certain cases. Applicants whose primary language is not English are required to take the TOEFL including the Test for Written English (TWE) and the Test for Spoken English (TSE). The TOEFL requirement may be waived on the basis of a personal interview.

### Degree Requirements

The MBA program in the School of Hospitality and Tourism Management (HTM) is designed to teach general principles of management and decision-making as applied to managerial, consulting or education careers in the realm of hospitality, service or tourism. Research is required of all graduate students in the form of class projects, and a thesis or major paper. The MBA program offers a thesis option (2 or more years) and a major paper option (1 year residential). Research topics depend on the student's area of interest, work experience and area of study. Distance option students may select an applied research paper based on their workplace. Students work with one or more advisors composed of graduate faculty members.

The general philosophy of the school is to balance individual student learning goals with core business and industry knowledge to assure a quality program. Beyond basic requirements, courses may be selected from several supporting disciplines. Students will be guided in this by their advisory committee and the graduate co-ordinator. The graduate co-ordinator serves as temporary advisor to incoming students and provides direction until a major advisor is selected.

### Thesis Track

The thesis option requires at least an additional year of study. This option currently requires at least nine graduate courses (4.5 credits) plus the thesis. With proposed curriculum revisions this will increase to fourteen courses. At least six of the graduate courses must be taken in the School. One course must be in each of the areas of hospitality management, finance, organizational behaviour and hospitality marketing; at least two courses in research methods selected from those available, and at least three courses in the area of specialization (marketing and tourism, organizational behaviour or management). A cumulative grade of 'B-' or better is required for graduation. The program normally takes at least six semesters over two years, with provision for additional time as necessary for thesis completion. The School offers summer courses infrequently, so all students (especially international) should plan accordingly to complete their thesis research, writing and defence.

The thesis is based on research in a topic in the student's specialization, which will depend on the student's interests, work experience and course of study. It must demonstrate

capacity for original and independent work, and include a critical evaluation of work which has previously been done in the same field of research. The thesis proposal must be submitted in writing and orally presented to the graduate faculty for approval before commencement of work.

### Thesis Track

#### Semester I

HTM*6050	Management Communications
HTM*6110	Foundations of Leadership
HTM*6150	Research Methods for Managers
HTM*6300	Hospitality and Tourism Marketing
AGEC*6180	Financial and Managerial Accounting

#### Semester II

HTM*6140	Foundations of Human Resource Management
HTM*6220	Special Topics in Management Issues
HTM*6530	Safety, Security and Risk Assessment in HTM
HTM*6700	Hospitality and Tourism Strategic Management
AGEC*6220	Financial Management

#### Semester III

HTM*6170	Hospitality and Tourism Economics and Policy
HTM*6510	Hospitality and Tourism Revenue Management
HTM*6550	Managing Service Quality
HTM*6800	Operations Management OR
AGEC*6410	Operations Management
UNIV*7500	Research/Writing

Note that there is considerable opportunity for students to customize their curricula with their chair and special committee advisors. The course requirements are minimums. Students may take more than the minimum number of courses required.

The thesis is based on research in a topic in the student's specialization. The topic will depend on the student's interests, work experience and course of study. It must demonstrate the student's capacity for original and independent work, and must include a critical evaluation of work that has previously been done in the same field of research. The thesis proposal must be submitted in writing and orally presented to the graduate faculty for approval before commencement of the research.

### Course work and Major Paper Track

A challenging combination of coursework and a major paper of publishable quality, is intended for people who expect the MBA to be a terminal degree and plan to enter the workforce after completion. The major paper examines the student's ability to conduct research on an applied subject of their choice. Due to the short duration of this track, there is limited opportunity for students to customize their curricula. Students wishing to customize their program extensively are advised to consider the thesis track.

This track requires at least 13 graduate courses (6.5 credits) and a 1.0 credit major paper of publishable quality, or 15 graduate courses (7.5 credits). The major paper will be a detailed critical review of an area of study specific to the specialization of the student that includes analysis and interpretation of relevant data.

At least six of the graduate courses must be taken in the School of Hospitality and Tourism Management. One course must be in each of the areas of management, finance, organizational behaviour and marketing; at least one course in research methods and at least three courses in an area of specialization (marketing, organizational behaviour or management). A cumulative grade of B- or better is required for graduation.

### Coursework and Major Paper Track

#### Semester I

HTM*6050	Management Communications
HTM*6110	Foundations of Leadership
HTM*6150	Research Methods for Managers
HTM*6300	Hospitality and Tourism Marketing
AGEC*6180	Financial and Managerial Accounting

#### Semester II

HTM*6140	Foundations of HR Management
HTM*6220	Special Topics in Management Issues
HTM*6530	Safety, Security and Risk Assessment in HTM
HTM*6700	Hospitality and Tourism Strategic Management
Elective	
AGEC*6200	Financial Management

#### Semester III

HTM*6170	Hospitality and Tourism Economics Policy
HTM*6510	Hospitality and Tourism Revenue Management
HTM*6550	Managing Service Quality
HTM*6800	Service Operations
Elective	
AGEC*6410	Operations Management OR
Elective	

### Distance Track (3 years, 9 semesters of study)

This combination of coursework by distance and short residential components is intended for career professionals who expect the MBA to be a terminal degree and need to continue

their careers while studying. A major paper examines the student's ability to conduct research on an applied topic, usually related to their place of work, or may be replaced by two extra courses.

The distance components can be taken anywhere Internet service is available. The one-week residential components are taken at the University of Guelph in June in each of the two years required to complete the program.

The distance track requires at least 13 graduate courses (6.5 credits) and a 1.0 credit major paper of publishable quality (or two additional courses). At least six of the graduate courses must be taken in the School of Hospitality and Tourism Management. One course must be in each of the areas of management, finance, organizational behaviour and marketing; at least one course in research methods and at least three courses in an area of specialization (marketing, organizational behaviour or management). A cumulative grade of 'B-' or better is required for graduation.

### Distance Track

#### Semester I (Summer)

Residential Week I - Introduction to Distance Learning

HTM*6110	Foundations of Leadership
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#### Semester II (Fall)

HTM*6140	Foundations of Human Resource Management
AGEC*6180	Financial and Managerial Accounting

#### Semester III (Winter)

HTM*6150	Research Methods for Managers
HTM*6300	Hospitality and Tourism Marketing

#### Semester IV (Summer)

Residential Week II

HTM*6050	Management Communications
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#### Semester V (Fall)

HTM*6220	Special Topics in Management Issues
Elective	
AGEC*6200	Financial Management

#### Semester VI (Winter)

HTM*6170	Hospitality and Tourism Economics and Policy
HTM*6530	Safety and Risk Assessment in HTM

#### Semester VII (Summer)

HTM*6800	Operations Management
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#### Semester VIII (Fall)

HTM*6510	Hospitality and Tourism Revenue Management
HTM*6700	Hospitality and Tourism Strategic Management

#### Semester IX (Winter)

HTM*6550	Managing Service Quality
HTM*6900	Major Paper
Elective	

### Courses

#### Hospitality Management

##### HTM\*6220 Special Topics in Management Issues F,W,S [0.50]

An advanced course for those specializing in management, marketing or organizational behaviour. Deals with current and future topics, trends and problems in the industry, strategic planning, and the integration of management, marketing, and organizational behaviour.

##### HTM\*6700 Hospitality and Tourism Strategic Management U [0.50]

An integrative course which draws together the conceptual theories and models of the graduate program core. Utilizes conceptual, analytical, problem identification, and problem solving skills.

*Restriction(s):* Non MBA students only by permission of instructor.

##### HTM\*6800 Operations Management U [0.50]

This course applies operations research theory and practices to management problem solving and decision-making. The focus is on modelling service and product delivery systems and major emphasis is placed on managerial problems in hospitality, tourism, and food and agribusiness organizations.

*Restriction(s):* Non MBA students only by permission of instructor.

#### Hospitality Marketing and Tourism

##### HTM\*6050 Management Communications F [0.50]

Examination of the theory, function and practice of managerial communications with particular emphasis on developing communication strategies and skills.

##### HTM\*6300 Hospitality and Tourism Marketing F [0.50]

Analysis and application of marketing foundations through integration of marketing variables with real-world situations and in-depth analysis of strategic marketing issues.

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6320 Special Topics in Hospitality Marketing F,W,S [0.50]**

An advanced course for those specializing in marketing. Deals with marketing theories, models, and specific subsets of marketing such as pricing, consumer and industrial-buyer behaviour, distribution, services, and service-delivery concepts.

**HTM\*6330 Special Topics in Hospitality Marketing F,W,S [0.50]**

An advanced course for those specializing in marketing. Deals with marketing theories, models, and specific subsets of marketing such as pricing, consumer and industrial-buyer behaviour, distribution, services, and service-delivery concepts.

**HTM\*6600 International Tourism and Tourism Marketing F [0.50]**

Analyzes the social, political and economic impacts of tourism on the world scene, as well as the global integration of tourism in today's society.

**HTM\*6620 Special Topics in Tourism F,W,S [0.50]**

Advanced course for those specializing in tourism. Deals with theories of tourism generators, multi-markets, tourism multipliers, current and future trends, regulatory environments, and distributions systems.

**HTM\*6630 Special Topics in Tourism F,W,S [0.50]**

Advanced course for those specializing in tourism. Deals with theories of tourism generators, multi-markets, tourism multipliers, current and future trends, regulatory environments, and distributions systems.

**Organizational Behaviour****HTM\*6110 Foundations of Leadership F [0.50]**

This course will enhance students' interpersonal skills, as well as their knowledge and understanding of the theory and research underlying effective team management and collaboration on an organization. Experiential approaches are used to enhance managerial skills.

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6120 Special Topics in Hospitality Organizational Behaviour F,W,S [0.50]**

Advanced course for those specializing in organizational behaviour. Deals with in-depth analysis of industry organizational behaviour, management of current and future problems, reorganizations, corporate cultures, multi-cultural organizations, and ethics.

**HTM\*6130 Special Topics in Hospitality Organizational Behaviour F,W,S [0.50]**

Advanced course for those specializing in organizational behaviour. Deals with in-depth analysis of industry organizational behaviour, management of current and future problems, reorganizations, corporate cultures, multi-cultural organizations, and ethics.

**HTM\*6140 Foundations of Human Resource Management W [0.50]**

This course examines the essential human resource management functions of planning, staffing, employee development, compensation, health and safety, labour relations, and legal compliance, in a variety of organizational settings.

*Restriction(s):* Non MBA students only by permission of instructor.

**All Specializations****HTM\*6150 Research Methods for Managers F [0.50]**

Students learn to formulate a research problem, undertake a literature review, and to select and use appropriate quantitative and qualitative techniques for the collection and analysis of relevant data. The course also promotes the use of the World Wide Web as an information resource.

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6170 Hospitality and Tourism Economics and Policy U [0.50]**

The course introduces participants to economic and government policy issues that impact the hospitality and tourism industry. The course provides a strategic framework for understanding the macroeconomic and policy environment that is shaped by multilateral institutions, government and the hospitality and tourism industry.

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6510 Hospitality and Tourism Revenue Management U [0.50]**

This course discusses revenue maximization strategies and tactics that improve the profitability of businesses that work in fixed capacity environments, face time-varied demand, their product is homogeneous and their cost structure reflects a high proportion of fixed and a low proportion of variable cost items.

*Prerequisite(s):* HTM\*6300

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6530 Safety, Security and Risk Assessment in HTM U [0.50]**

This course profiles legal and managerial strategies, principles and operational procedures to minimize safety and security risks faced by the hospitality and tourism industries. Risk analysis and management, crisis management, liability management, and industry specific law provide the foundation for this course.

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6550 Managing Service Quality S [0.50]**

A holistic and interdisciplinary approach is used to explore the principles of service management. The course will enhance participants' understanding of what actually constitutes quality, the nature of service, and strategies for improving it.

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6900 Major Paper F,W,S [0.50]**

A detailed critical review of an area of study specific to the specialization of students in the MBA by course work and major paper option.

**Courses in Other Programs**

Various programs offer other courses that may be used to fulfill graduation requirements. These programs include agricultural economics, computing and information science, economics, philosophy, psychology, mathematics and statistics, sociology, rural planning and development. Students should discuss changes in the typical program with the graduate coordinator or their advisor prior to final course selection.