

**School of Hotel, Restaurant & Tourism Management  
Guidelines for Master's Degree Program**

**2023-2024**



**College of Agricultural, Consumer and Environmental Sciences,  
New Mexico State University**

*New Mexico State University is an equal opportunity/affirmative action employer and educator.*

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# WELCOME TO THE SCHOOL OF HOTEL, RESTAURANT & TOURISM MANAGEMENT AT NEW MEXICO STATE UNIVERSITY!

**WE ARE SO  
GLAD YOU  
ARE HERE!**

The purpose of this handbook is to provide essential information about the content of the graduate program and tools available to help students succeed.

*Policies and procedures are subject to change.*

## DEGREE OFFERING:

The School of Hotel, Restaurant and Tourism Management offers a master's degree in Family and Consumer Sciences with a Concentration in Hotel, Restaurant & Tourism Management

The School of Hotel, Restaurant & Tourism Management offers both undergraduate and graduate degrees in person on campus, or completely online with no campus attendance requirements, or a combination thereof, flexible to meet your needs.

The Master of Science in Family and Consumer Sciences with a Concentration in Hotel, Restaurant and Tourism Management combines both coursework and research to expand the student's knowledge, abilities, and problem-solving skills. Students begin the program by learning about the current trends in a wide range of hotel, restaurant, and tourism academic research areas. Students also take graduate classes that apply to their chosen area of specialization. Some students focus on general hospitality management. However, most choose an area of interest such as tourism, foodservice, hotel operations, culinary arts, destination management, revenue management, sales and marketing, hospitality or culinary education, beverage management, vacation ownership, hospitality information systems, or human resource management/training.

Students with undergraduate degrees in closely related fields (including Business, Information Technology, Food Science, Culinary Arts, and Education) are strongly encouraged to apply as are students from under-represented groups and international students. We also welcome applications from non-traditional applicants who have extensive work experience in the hotel, restaurant, and tourism business. These students bring unique views to our program and strengthen our breadth and diversity.

There are a limited number of graduate teaching assistant positions available for our students. All students interact and participate as mentors for undergraduate students and are encouraged to complete a paid internship in their area of specialization.

*Flexible to meet your needs:*

*Online, or  
On-Campus*

The School of Hotel, Restaurant & Tourism Management (HRTM) is located in Gerald Thomas Hall, Room 138.

#### GRADUATE FACULTY

Name	Title	Phone	Email
Dr. Jean Hertzman	Director of the School of HRTM	575 646 4786	jhertzma@nmsu.edu
Dr. Keith Mandabach	Professor	575 646 2879	kmandaba@nmsu.edu
Dr. Betsy Stringam	Professor	575 646 7424	betsys@nmsu.edu
Dr. Christina Dimitriou	Assistant Professor	575 646 5918	ckd@nmsu.edu

Be aware that your @nmsu.edu email account is considered the official communication tool at NMSU. The Graduate School and the School of HRTM will send you information by that method and you are responsible for any information conveyed by this means.

## ADMISSION REQUIREMENTS

Admission to the Masters of FCS, HRTM program is contingent on admission to the NMSU Graduate School. For details visit the [NMSU Graduate School website](#).

Students must apply for admission to the New Mexico State University Graduate School. The Graduate School will inform an applicant in writing regarding admission results. However, admission to the Graduate School does not imply admission to candidacy for an advanced degree in the Family and Consumer Sciences Master's Program. The program faculty must be satisfied as to a student's undergraduate preparation and ability to pursue studies at the graduate level.

## APPLYING FOR THE FCS HRTM CONCENTRATION MASTERS PROGRAM

During the application process you will be asked to indicate a campus and a degree program. Students seeking to complete the majority of their degree on campus should indicate NMSU-Las Cruces for the campus, while those seeking to complete their degree online should select NMSU Global for the campus selection. Indicate Family and Consumer Sciences (Hotel, Restaurant & Tourism Management) as the intended major. At this time, the application process for students applying to NMSU Global only has the option for Family and Consumer Sciences as a major – just select Family and Consumer Sciences and we will sort it out at our end.

To help expedite your application please send an email to either Dr. Jean Hertzman ([jhertzma@nmsu.edu](mailto:jhertzma@nmsu.edu)) or Dr. Betsy Stringam ([betsys@nmsu.edu](mailto:betsys@nmsu.edu)) to let us know that you have submitted your application.

Should you have questions concerning how to apply to either the Global or the main campus. Please contact either Dr. Jean Hertzman ([jhertzma@nmsu.edu](mailto:jhertzma@nmsu.edu)) or Dr. Betsy Stringam ([betsys@nmsu.edu](mailto:betsys@nmsu.edu))

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## INTERNATIONAL STUDENTS

International students may be required to submit an official TOEFL or IELTS score. For more information, please see <https://gradschool.nmsu.edu/future-students/International.html>

ISSS (International Student Services) is responsible for coordinating the status for all international applicants, overseeing international students' maintaining their legal status as foreign students in the United States, and coordinating outreach programs which benefit our campus and local community. For more information about application processes for international students please see: <http://prospective.nmsu.edu/international/>.

While the School of HRTM accepts applications throughout the year, processing of visa applications and other requirements for international students takes additional time. The Graduate School requires international students to apply by March 1 for Fall semester or October 1 for Spring semester. The Graduate School cannot guarantee that an application will be processed if received after the deadline. For questions about the I-20 process, please contact [International Student and Scholar Services](#).

International students admitted into a master's degree program may be required to take an English Placement Exam prior to beginning academic coursework. (The International Student and Scholar Services Office will arrange this test upon arrival). If the results of the English Placement Exam do not meet the requirements for academic coursework, the student may be required to take additional academic English classes as part of the degree requirements. Please see <https://gradschool.nmsu.edu/future-students/International.html> for more information.

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## FAMILY AND CONSUMER SCIENCES DEPARTMENT ADMISSIONS

As described in the "Selection Guidelines," admission to the graduate program in Family and Consumer Sciences is based on evaluation of a portfolio of materials submitted by the prospective student to the Graduate Faculty in the area of concentration noted previously. These materials shall include:

- One-page letter of interest, written in English, in which the candidate cites relevant experiences and personal motives for seeking a master's degree in the area of specialization desired.
- Resume (consisting of relevant educational and work experiences)
- Undergraduate GPA (usually shown on academic transcripts) – International students must submit a transcript that is translated to English and credit evaluated by a recognized transcript evaluation agency. The transcript must also be accompanied by an explanatory page about how the number of credit hours and grades were derived.
- Three letters of reference – Translated to English if written in another language

The portfolio submitted by a prospective student to the School of Hotel, Restaurant and Tourism Management is evaluated in a holistic manner by each member of the School's graduate faculty. The faculty members independently assess whether or not they believe the applicant would be successful in the program and decide if they would be willing to be the applicant's faculty advisor (major professor).

As part of this holistic evaluation, the faculty consider the applicant's entire record with special emphasis on the applicant's undergraduate GPA, major, and institution, work experience in the hospitality industry, and when appropriate, the TOEFL. The GRE or GMAT are not required for the HRTM Concentration. However, students can also submit those scores for consideration. While there are no absolute minimum criteria, successful applicants typically have an overall GPA greater than 3.0 on a 4.0 scale with a hospitality or business related major. Students with a GPA of 2.5 to 3.0 will be considered but would be admitted on a provisional basis and must complete their first three graduate courses (9 credits) with a minimum of a 3.0 GPA or be subject to dismissal.

Students with an undergraduate major in a field other than Hotel, Restaurant and Tourism are also evaluated holistically but with the recognition that some undergraduate course deficiencies may exist and that may influence the admissions decision. For students who are near these levels, more in-depth analysis of their performance in business and technology courses and work experience is performed.

Admission is offered to the applicant if a majority of the faculty who review the application believe that the applicant will be successful and at least one faculty member is willing to serve as faculty advisor (major professor).

## DEADLINES

The Master of Family and Consumer Sciences with a Concentration in HRTM has a rolling application deadline and accepts candidates throughout the year for fall and spring start dates. However, please note that processing applications has several steps and may take several weeks. It is generally not possible to admit students during the initial weeks of classes. To speed up the process, please email either Dr. Jean Hertzman ([jhertzma@nmsu.edu](mailto:jhertzma@nmsu.edu)) or Dr. Betsy Stringam ([betsys@nmsu.edu](mailto:betsys@nmsu.edu)) once you have submitted your application.

International students must apply by March 1 for Fall semester or October 1 for Spring semester. The Graduate School cannot guarantee that an application will be processed if received after the deadline. For questions about the I-20 process, please contact [International Student and Scholar Services](#).

## FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available in the School of Hotel, Restaurant & Tourism Management. These include Teaching Assistantships (TAs) and Research Assistantships (RAs). Students who apply for GAs will be considered for an award if they meet the eligibility criteria of: (a) acceptance by or registration in the Graduate School and the Family and Consumer Sciences, HRTM emphasis, (b) classification as a regular (not provisional) and full time graduate student and (c) a continuing 3.0 GPA or higher in all graduate work. TA awards follow strict deadlines and other criteria set forth by the NMSU Graduate School. RAs awards are based on the availability of funds with a given faculty member. At this time all Graduate Assistantships must be a main campus residential student, Graduate Assistantships are not available to NMSU Global students. All graduate assistants are members of a collective bargaining unit of the United Electrical, Radio and Machine Workers of America union and subject to all provisions of the collective bargaining agreement with the NMSU Board of Regents. The most recent version of the

collective bargaining agreement can be found on the NMSU website at <https://gradschool.nmsu.edu/ga-and-union/collective-bargaining-agreement.html>

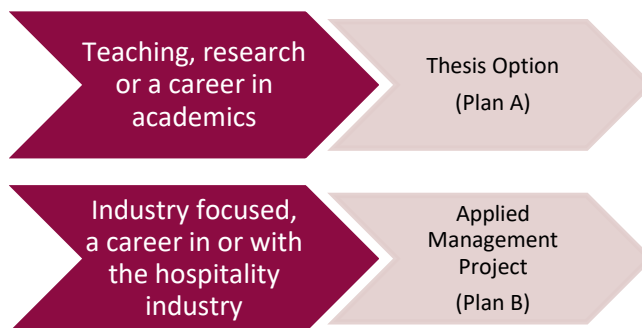
Applications for Graduate Assistantships can be obtained from the department. Letters of reference submitted as a part of the application package may be used for the required three references needed to be considered for an assistantship.

The Graduate School at NMSU offers several different assistantship/fellowship/award opportunities to newly admitted graduate students. Selection is competitive. Students should contact the Graduate School for more information on fellowships, special assistantships, funding for graduate research, and scholarships. [Information regarding Graduate School awards and funding](#) is also available online.

Other financial aid may be available in the form of scholarships, grants, and work study. Students should check with the [Office of Financial Aid](#)

## PROGRAM REQUIREMENTS

The number of credit hours for the degree is 30 credits for the Thesis Option or 30 credits for Non-Thesis Option. Students who plan to engage in research and teaching should pursue the thesis option, conducting an independent research project leading to publication in a top peer-reviewed journal. Students whose goals are oriented to the hospitality industry may choose instead to pursue an Applied Management Project.



Students should work with their faculty advisor to determine the best option for their career pursuits. The time for degree completion varies depending on the number of credits taken per semester.

**Plan Options:** *Students pursuing a master's degree in FCS, HRTM Concentration may elect either Plan A or Plan B.*

**Plan A (Thesis Option):** Under Plan A, the student is required to complete 30 credit hours, including coursework and a thesis. No more than six and no fewer than four thesis credits may be counted toward the course or credit hour requirements for a master's degree. The thesis is to be developed for a problem selected by the student with the approval of the faculty advisor and graduate committee. Students desiring to complete a thesis must pass Research Methods (AXED 556 or equivalent) with a grade of "B" or higher and find a faculty member willing to advise the research and thesis writing. Students must also comply with university requirements for human subjects in research, as applicable

The thesis itself and an oral master's examination (which may not be limited to a defense of the thesis) must be approved by members of the student's graduate committee prior to graduation. Students

thinking about undertaking research and writing a thesis should begin early in their program to develop potential projects. The most recent edition of the style manual for the American Psychological Association (APA) will be followed.

**Plan B (Applied Management Project):** Under Plan B the student is required to complete 30 hours of coursework. A thesis is not required under this plan, but students are expected to complete an Applied Management Project (HRTM 515) developing a project related to an area of professional interest. Applied Management Projects must be approved by the student's faculty advisor and graduate committee following the guidelines outlined for HRTM 515 (see Appendix E). If a student has a graduate assistantship or HRTM department scholarships, they will be expected to have a project that is research based and produce a research poster or article.

## CURRICULUM REQUIREMENTS

Departmental/ Program Requirements	Credits
<b>Core Courses:</b>	
Graduate Level Statistics Class	3
Graduate Level Research Methods Class	3
Students in the Thesis Options Recommended Course– FCSC 500 or AXED 5510	
Students in the Applied Management Project Option – HRTM 505 Hospitality Research Methods & Analysis	
<b>Recommended HRTM Graduate Classes –</b>	12
HRTM 501 - The Hospitality Industry and Sustainable Competitive Strategy	
HRTM 502 - Advanced Services Management	
HRTM 505 - Hospitality Research Methods & Analysis	
HRTM 506 - Contemporary Global Issues in Hospitality	
<b>Specialized Graduate Electives –</b> Students can select from HRTM, AXED, FCS, Education, and Business courses based on their personal learning objectives	6-12 credits
<b>HRTM 515 - Applied Management Project</b>	3
<b>HRTM 599 – Master’s Thesis</b>	3-6
<b>Total Credits</b>	30 credits

Students without sufficient industry work experience will be required to complete an internship as part of their program of study. Additionally, students must take 50% of their courses in HRTM, and cannot take more than 50% of their courses with one instructor. At least 15 credits must be earned at the 500 level or above.



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## RECOMMENDED SCHEDULE

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### FULL-TIME STUDENTS - 9 CREDITS PER SEMESTER (BASED ON FALL START AND AVAILABILITY OF CLASSES)

#### **Semester One**

HRTM 501 The Hospitality Industry and Sustainable Competitive Strategy

AXED 5510

HRTM Graduate Elective

#### **Semester Two**

HRTM 502 Advanced Services Management or 506 Contemporary Global Issues in Hospitality

AXED 571 or STAT 525

HRTM 505 **Hospitality** Research Methods & Analysis

#### **Semester Three**

HRTM 502 Advanced Services Management or 506 Contemporary Global Issues in Hospitality

HRTM Graduate Elective or Specialized Elective

HRTM 599 – Thesis (If using thesis option) or HRTM Graduate Electives or Specialized Elective

#### **Semester Four**

2 HRTM Graduate Electives or Specialized Electives

HRTM 599 Thesis or HRTM 515 – Applied Management Project (if non-thesis option)

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### PART-TIME STUDENTS - 6 CREDITS PER SEMESTER (BASED ON FALL START AND AVAILABILITY OF CLASSES)

#### **Semester One**

HRTM 501 The Hospitality Industry and Sustainable Competitive Strategy

AXED 5510

#### **Semester Two**

HRTM 502 Advanced Services Management or 506 Contemporary Global Issues in Hospitality

AXED 571 or STAT 525

#### **Semester Three**

HRTM 502 Advanced Services Management or 506 Contemporary Global Issues in Hospitality

HRTM 505 Hospitality Research Methods & Analysis

#### **Semester Four**

2 HRTM Graduate Electives or Specialized Electives

#### **Semester Five**

HRTM 599 Thesis (if using thesis option)

HRTM Graduate Electives or Specialized Electives

#### **Semester Six**

HRTM 599 Thesis or HRTM 515 – Applied Management Project (if non-thesis option)

Students without industry work experience will be required to complete an internship as part of their program of study. While an internship can be completed at any time, it is recommended that students complete the internship in the summer between year one and two.

**Students must work with their faculty advisor to develop a program of study, and degree plan.**

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## TIME LIMITS

University policy provides that a graduate degree program cannot contain courses taken more than seven years ago.

## TRANSFER CREDITS

Up to 9 credits of transfer work can be applied to meet program requirements. To be eligible for transfer credit, you must have earned at least a *B* in the course(s). Transfer credit must be approved by the HRTM graduate program director, department head, and Graduate School early in your program. Please see [The Graduate School for the form to request transfer credit](#). You may be required to provide additional documentation such as course descriptions and syllabi to show that the requested transfer courses are equivalent to NMSU courses.

It is expected that you will not take graduate courses at other institutions after you have been admitted to NMSU's graduate school. You must obtain prior approval of the course's department head and the academic associate dean if such work is to be transferred to the program.

## GRADES/PROBATION/SUSPENSION

The student must have a minimum cumulative GPA of 3.0 based on all courses taken as a graduate student at NMSU

The student must complete all courses with a minimum cumulative GPA of 3.0 for HRTM courses.

Courses with grades of *C* or better are counted as successful completion but lower grades are not. A *C* in a course only prevents your graduation if you do not have other grades high enough to achieve a cumulative GPA of 3.0. Courses in which only a *D* or *F* is earned may not be counted toward the degree and must be repeated. Please see the [NMSU Catalog](#) for provisions regarding academic probation.

## GRADUATE STUDENT PROCEDURES

These procedures are intended as a supplement to all university regulations governing graduate students as set forth in *The Graduate Bulletin*. Graduate students are responsible for following all New Mexico State University Graduate School guidelines.

## STUDENT RESPONSIBILITY

It is the student's responsibility to be informed about deadlines and degree requirements.

Please make sure that you are familiar with the requirements and procedures for the Master of Science in Family and Consumer Sciences with a Concentration in Hotel, Restaurant & Tourism Management. The program description is provided under the College of Agricultural, Environmental and Consumer Sciences/Family and Consumer Sciences. Please note that if there is a discrepancy between the catalog and this handbook or a webpage, the catalog controls). Follow these links for more information:

- [NMSU Catalog](#)
- [Information on the HRTM Website](#)

- [The Graduate School](#)
- the information in this handbook, and
- important dates and deadlines for the [University](#) and the [Graduate School](#).

To look up classes or conduct a course schedule search, use NMSU's Course Schedules webpage.

## ADVISORY COMMITTEE

The graduate student (Thesis or Non-Thesis) will work with his/her faculty advisor (major professor) to compose an Advisory Committee prior to the completion of 12 credit hours of graduate work. The Advisory Committee will consist of a minimum of 3 graduate faculty members:

- Faculty advisor (major professor)
- One other faculty member from the School of Hotel, Restaurant & Tourism Management.
- A third member, from outside the School of Hotel, Restaurant & Tourism Management, will be designated by the Graduate School. A suggestion for this person may be proposed by the graduate student and major professor.
- Note: If a student has a designated minor, one faculty member must be from that subject matter area.

## CANDIDACY MEETING

Prior to completion of 12 credit hours, the faculty advisor (major professor) and graduate student may call a Candidacy Meeting with the Advisory Committee. At this meeting, the graduate student will give a brief overview of his/her career goals and background (education, experience, etc.). The graduate student will present to the Advisory Committee a proposed Program of Study for the degree. The Program of Study will have been agreed upon by the major professor and the graduate student prior to the meeting. The information will be presented to the Advisory Committee on the graduate student Checklist form (see Appendices) which will be as complete as possible.

The student will justify pursuing the Thesis or Non-Thesis option for the degree considering career goals.

If the Thesis option is to be undertaken, the student will present possible topic areas for investigation or a research proposal. Persons presenting a research proposal must have the proposal to the committee members at least one week prior to the candidacy meeting so that faculty members can review the materials.

Advisory Committee members will provide input on the Program of Study and potential research topics or the research proposal.

At the conclusion of the Candidacy Meeting, all Advisory Committee members will sign the Report of Candidacy Meeting form indicating agreement on the Program of Study for the degree. If the Candidacy Meeting is combined with a Proposal Meeting, discussed below, and a research proposal has been presented, the Advisory Committee will sign the cover page on the proposal indicating agreement with the research being proposed.

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## FILING OF FORMS/SUBSTITUTIONS

After the Candidacy Meeting, the Graduate Student Checklist and the Report of Candidacy Meeting will be filed by the faculty advisor (major professor) in the graduate student's departmental file.

The graduate student's agreed upon course work will be filed with the Graduate School immediately after the completion of 12 credit hours on the appropriate form.

All substitutions in the student's degree plan must be approved by Advisory Committee members prior to submission to the Graduate School. A memo to the Graduate School requesting change(s) in the degree plan will be submitted by the faculty advisor (major professor). This memo must be signed by the graduate student, the faculty advisor (major professor), the Department Head and the Associate Dean for Academic Programs. Justifications for substitutions will be included in the memo. Copies of Advisory Committee approvals and memos to the Graduate School will be placed in the graduate student's departmental file.

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## FINAL EXAMINATION

An oral examination of each candidate for graduation will be completed during the student's final semester for both the Thesis and Non-Thesis options.

At the time of final examination, a graduate student must have a NMSU cumulative graduate grade-point average of at least 3.0 and must be enrolled in the final semester, or, if the student is writing a thesis, he or she must have completed all coursework for the master's degree. If the student has completed all credits for the degree but not completed the oral exam, the student may pay the examination fee (equivalent to one credit) or be enrolled in at least 1 credit of HRTM 599 at the time of the orals for thesis candidates or 1 graduate credit for non-thesis candidates.

Any candidate who fails in the final examination may 1) upon recommendation of the faculty advisor (major professor) and approval of the graduate dean, be granted a second examination after a lapse of at least one semester (or 16 weeks) or, 2) be excluded from further candidacy for the degree. Failure in the second examination disqualifies a candidate from obtaining the degree.

## PROPOSAL MEETING FOR THESIS CANDIDATES

The purposes of the Proposal Meeting are to:

- Allow the graduate student to review the intended focus of the thesis with the Advisory Committee members.
- Allow the Advisory Committee members an opportunity to provide input on the thesis proposal.
- Arrive at agreement on the steps to be undertaken in the thesis project.

The Proposal Meeting is appropriately called when the following contents of the proposal have been formulated in writing.

- Reviewed and approved by the faculty advisor (major professor):
  - Introduction
  - Statement of the problem
  - Review of Literature to Date
  - Procedures and Instrumentation
  - Evidence of consultation with a statistician, if appropriate

Copies of the typed proposal will be distributed to the Advisory Committee. A cover sheet will be signed by all committee members indicating agreement. A copy of the Proposal and signed Cover Sheet will be placed in the graduate student's departmental file. The faculty advisor (major professor) will also keep a copy.

Following the Proposal Meeting and prior to the Thesis Defense, additional meetings of the Advisory Committee may be called by the faculty advisor (major professor) and/or graduate students throughout the research process for input and consultation.

When Advisory Committee members are asked to react to any written material related to the thesis, they should receive the material one week in advance of when a response is expected.

## DEFENSE FOR THESIS CANDIDATES

The thesis defense consists of the graduate student sharing and discussing the thesis research with the Advisory Committee members.

The thesis defense will be scheduled when the faculty advisor (major professor) and graduate student agree the individual is ready to defend the written thesis.

One business week prior to the scheduled defense, a complete copy of the thesis in final form including all appendix materials will be submitted to members of the Advisory Committee.

## MASTER'S ORAL EXAMINATION FOR THESIS AND NON-THESIS CANDIDATES

An oral examination of each candidate for graduation will be completed during the student's final semester in the Family and Consumer Sciences Department for both the Thesis and Non-Thesis options. The student must be enrolled in at least 1 credit of FCSC 599 at the time of the orals for thesis candidates or 1 graduate credit for non-thesis candidates.

## HUMAN SUBJECTS RESEARCH.

Students may conduct research as part of their graduate course requirements. If this research involves human subjects, special rules apply. These rules are administered by NMSU's Institutional Review Board (IRB). Training may be required.

## ACADEMIC CONDUCT & INTEGRITY

Graduate students are expected to “observe and maintain the highest academic, ethical, and professional standards of conduct.” All students must review and adhere to the rules on the following NMSU webpage related to academic integrity.

Students are expected to be familiar with NMSU’s Student Code of Conduct in the Student Handbook. This document provides rules of conduct and definitions of misconduct.

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### PROFESSIONAL STANDARDS & EXPECTATIONS FOR ALL FACULTY, STAFF, AND STUDENTS

All faculty, staff, and students are expected to:

- Conduct themselves ethically, honestly, and with integrity in all situations.
- Make every effort to prevent discrimination and harassment.
- Treat all faculty, staff, administrators, and students with mutual respect.
- Exercise fair and objective evaluation of all administrators, faculty, staff, and students.
- Safeguard any confidential information.
- Use the University’s property, facilities, supplies, and other resources effectively and efficiently.

All students are expected to:

- Behave, write, and speak professionally, respectfully, and courteously at all times.
- Be respectful of university property and not engage in its destruction or misuse thereof.
- Complete all assignments and exams to include proper citations with academic honesty in accordance with professors’ instructions.
- Honor the policies set for each class with respect to attendance, assignments, and dress codes, and the use of electronic devices.
- Conduct all University-related electronic correspondence with respect for the recipients.
- Respect the intellectual property of others, including appropriate use of copyrighted material.

## DISABILITY & DISCRIMINATION INFORMATION

New Mexico State University complies with the Americans with Disabilities Act. If a student has, or thinks she or he may have, a disability that interferes with her or his performance as a student in a class, she or he is encouraged for academic reasons to discuss this on a confidential basis with the instructor and/or the Coordinator of Services for Students with Disabilities. Please call Student Accessibility Services at 575-646-6840 with any questions you may have on student issues related to the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially. Additional information on disability services and information can be found at [NMSU’s Student Accessibility Services Office website](#).

## APPENDIX A – PREPARING TO GRADUATE

- I. Thesis or Applied Management Project (AMP)
  - a. Meet with faculty advisor (major professor) to determine option (Thesis or AMP)
  - b. Develop proposal (see guidelines in Appendix E for AMP or from Graduate School for thesis)
  - c. Submit Proposal to faculty advisor (major professor) for approval
- II. Proposal and Program of Study Meeting
  - a. Select graduate committee (see guidelines pg. 11)
  - b. Schedule meeting with Committee to
    - i. Approve Program of Studies
    - ii. Approve AMP or Thesis proposal.
- III. Work on project
  - a. Maintain regular contact with faculty advisor (major professor) throughout the process.
  - b. Submit final project to faculty advisor (major professor) for approval.
- IV. Final Committee meeting
  - a. Schedule oral exam with Graduate committee (see university deadlines for completion)
  - b. Two weeks prior to oral exam, provide committee members with copy of project
  - c. Complete oral exam (see guidelines in Appendix B)
  - d. Make any changes identified by committee on project/thesis.
  - e. Submit final copy.
- V. Other requirements for graduation:
  - a. You must be registered the semester of your final oral exam. If you have completed your course work, you may pay the examination fee, in lieu of registering for classes.
  - b. You must complete the degree application and file for degree.
- VI. All fees and outstanding balances must be paid in full.

**Check Graduate School Website for deadlines.**

<https://gradschool.nmsu.edu/index.html>

## **MEET WITH FACULTY ADVISOR**

**COMPLETE PROGRAM OF STUDY**

**DISCUSS THESIS/APPLIED  
MANAGEMENT PROJECT TOPIC**



## **STUDENT WORKS ON PROPOSAL DEVELOPMENT**

**SUBMIT TO FACULTY ADVISOR FOR  
REVIEW**

**IDENTIFY GRADUATE COMMITTEE  
SCHEDULE MEETING WITH  
COMMITTEE**



## **COMMITTEE MEETING**

**APPROVAL OF PROGRAM OF STUDY**

**DISCUSSION AND APPROVAL OF  
PROJECT PROPOSAL**



## **PROJECT COMPLETION**

**WORK ON PROJECT COMPONENTS.  
MEET WITH FACULTY ADVISOR FOR  
REGULAR UPDATES**

**SUBMIT TO FACULTY ADVISOR FOR  
APPROVAL**



## **SCHEDULE FINAL ORAL EXAM**

**COMPLETE ORAL EXAM PAPERWORK  
CONTACT COMMITTEE AND SET DATE**

**COMMITTEE RECEIVES FINAL  
PROJECT ONE WEEK PRIOR TO EXAM**



## **FINAL ORAL EXAM**

**MEET WITH COMMITTEE FOR ORAL  
EXAM**

**MAKE CHANGES AS RECOMMENDED  
SUBMIT FINAL PROJECT (FACULTY  
ADVISOR, GRADUATE SCHOOL, ETC).**



## APPENDIX B - THE MASTER'S ORAL EXAMINATION

1. An oral examination of no more than two hours in length will be conducted by the student's graduate committee. This committee consists of at least three members, two from the School of Hotel, Restaurant and Tourism Management, and one appointed by the dean of the Graduate School. The committee chair and the dean's representative must be members of the graduate faculty.
2. The oral exam is designed:
  - a. To test the candidate's ability to organize, to generalize and to communicate ideas verbally based on the subject matter which constitutes the degree.
  - b. To reflect the extent to which the candidate shows maturity, self-discipline, composure, and ability to verbalize under pressure of time.
  - c. To indicate the extent to which the candidate shows the hallmarks of a well-educated person.
3. The oral is not another final test subject by subject.
4. Although there is no restriction on the type of question the examiners may ask, questions are usually general in nature calling for an opinion or a conclusion based on the subject matter of the candidate's degree.
5. In replying to a question, the candidate may stand if preferred and use the computer or dry erase board for illustrative purposes.
6. The candidate should be dressed professionally.
7. The examination usually follows this pattern:
  - a. The candidate is introduced by the chair and asked to review experiences beginning with graduation from high school and including institutions attended, work experiences, reasons for choosing this type of degree, and immediate future plans if formulated.
  - b. If a thesis is involved, a formal presentation is made. Clarification questions may be asked during the presentation.
  - c. Following the presentation, the chair may then begin the questioning, or may delegate this to another examiner, indicating the rotation or order for the other examiners to follow.
  - d. During the examination, each examiner usually questions the candidate twice for about ten minutes each time. During this time, any other examiner may intersperse questions.
  - e. Questions may be related to the thesis or applied management project, to a specific subject or course, may cut across several course dimensions, or be of a general nature.
  - f. The examination lasts a maximum of two hours, but it may be terminated sooner if the examiners by consensus indicate satisfaction with the candidate's performance.
  - g. The examination is terminated when the chair asks the candidate to leave the room briefly. The candidate will be called back and informed of the results.
8. Depending upon the subject matter of the degree, the candidate should be prepared to:
  - a. State a philosophy in response to a direct question or indicate it in response to questions calling indirectly for a position or stand on an issue, problem, or situation. The candidate should take a stand and avoid the middle ground in most instances.
  - b. Defend the importance of the degree, the research, etc.
  - c. Trace events, movements, and developments of present situations in the discipline.

- d. Use proper vocabulary to discuss appropriate theories, models, management philosophies, curriculum and teaching methods as related to the discipline and thesis or management project topic.
  - e. Name the journals and state the viewpoint of distinguished writers in the subject area.
9. A candidate who does not understand a question should ask for clarification. If the candidate still does not understand, the committee chair may rephrase the question with the permission of the questioner.
10. A candidate who does not know the answer to a question should say so as modestly as possible, but obviously this should not happen too frequently.
11. In replying to a question, the candidate should:
- a. Reflect briefly to collect thoughts.
  - b. Be brief, concise, and thorough.
  - c. Avoid rambling, digressing, and attempts to "kill time."
  - d. Conduct themselves in a professional manner.

## APPENDIX C - THESIS OPTION HRTM GRADUATE STUDENT CHECKLIST

<b>NAME</b>	<b>App. For Degree filed</b>
<b>FACULTY ADVISOR</b>	App. Adm. Candidacy filed
<b>Semester &amp; year coursework started</b>	Committee Final Exam filed _
<b>Minor(s) if any</b>	Orals Date set for _
	Where?
	Time

**GRADUATE COMMITTEE (BY THE END OF 1<sup>ST</sup> SEMESTER) DATE:**

<b>Faculty Advisor/Chairperson</b>
<b>Dept. Member</b>
<b>Dept. Member (optional)</b>
<b>Minor Rep (optional)</b>
<b>Dean's Rep</b>

**CANDIDACY PROPOSAL MEETING – Date:**

**REQUIREMENTS TO BE MET**

**HOURS: Thesis – Min. 30 hours total**

<b>DEPARTMENTAL REQUIREMENTS</b>	<b>SEMESTER/GRADE</b>
<i>Research Methods Course</i>	
<i>Statistics course</i>	
<i>15-16 credits at 500 level or above</i>	Yes/No
<i>50% of credits in HRTM</i>	Yes/No
<i>Recommended HRTM Graduate Classes</i>	
<b>HRTM 501 - The Hospitality Industry and Sustainable Competitive Strategy</b>	
<b>HRTM 502 - Advanced Services Management</b>	
<b>HRTM 505 - Hospitality Research Methods &amp; Analysis</b>	
<b>HRTM 506 - Contemporary Global Issues in Hospitality</b>	

<i>Specialized Graduate Electives – Students can select from HRTM, AXED, FCS, Education, and Business courses based on their personal learning objectives</i>	6-12 credits
<b>Other Courses:</b>	
<b>Special Topics - up to 6 total credits</b>	
<b>Independent Study –up to 6 credits _</b>	
HRTM 599 – Master’s Thesis (3-6 credits)	
<b><i>Total Credits Thesis Option (at least 30 credits)</i></b>	
<b>Thesis Title: _</b>	
<b>Thesis Completed</b>	
<b>Thesis to Graduate School _</b>	
<b>Final Exam Scores to Graduate School _</b>	

## APPENDIX D - APPLIED MANAGEMENT PROJECT HRTM GRADUATE STUDENT CHECKLIST

<b>NAME</b>	<b>App. For Degree filed</b>
	App. Adm. Candidacy filed
<b>FACULTY ADVISOR</b>	Committee Final Exam filed _
	Orals Date set for _
<b>Semester &amp; year coursework started</b>	Where?
<b>Minor(s) if any</b>	Time

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**GRADUATE COMMITTEE (BY THE END OF 1<sup>ST</sup> SEMESTER) DATE:**

<b>Faculty Advisor/Chairperson</b>
<b>Dept. Member</b>
<b>Dept. Member (optional)</b>
<b>Minor Rep (optional)</b>
<b>Industry Professional (optional)</b>
<b>Dean's Rep</b>

**CANDIDACY PROPOSAL MEETING – Date:**

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**CANDIDACY PROPOSAL MEETING:**

**HOURS: Thesis – Min. 30 hours total**

DEPARTMENTAL REQUIREMENTS	SEMESTER/GRADE
<b>Research Methods Course</b>	
<b>Statistics course</b>	
<b>15-16 credits at 500 level or above</b>	Yes/No
<b>50% of credits in HRTM</b>	Yes/No
<b>Recommended HRTM Graduate Classes</b>	
<b>HRTM 501 - The Hospitality Industry and Sustainable Competitive Strategy</b>	
<b>HRTM 502 - Advanced Services Management</b>	
<b>HRTM 505 - Hospitality Research Methods &amp; Analysis</b>	
<b>HRTM 506 - Contemporary Global Issues in Hospitality</b>	

Specialized Graduate Electives – <b>Students can select from HRTM, AXED, FCS, Education, and Business courses based on their personal learning objectives</b>	6-12 credits
<b>Other Courses:</b>	
<b>Special Topics - up to 6 total credits</b>	
<b>Independent Study –up to 6 credits _</b>	
HRTM 515 - Applied Management Project (3 credits)	
<b><i>Total Credits Non-Thesis option (30 credits total)</i></b>	
<b>Applied Management Project Title: _</b>	
<b>Applied Management Project Completed</b>	
<b>Final Exam Scores to Graduate School _</b>	

## APPENDIX E - GUIDELINES FOR THE APPLIED MANAGEMENT PROJECT

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### PURPOSE

The purpose of the Applied Management Project is to allow students an opportunity to conduct an exhaustive literature review in a research area related to HRTM or to undertake a project to solve a problem of practical and professional significance in an HRTM industry or operation. The Applied Management Project (HRTM 515) is a required alternative to thesis work for non-thesis option graduate students.

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### GUIDELINES

Before You Can Register for Credit

1. Submit a brief (1-2 page, typed) proposal for the program to the supervising instructor containing these sections:
  - a. Literature Review Area or Project Area (including need or justification statement)
  - b. Program Objective(s) [list professional development outcomes you wish to achieve through HRTM 515 and describe the practical and professional significance of (problem solved by) the final product]
  - c. Program Procedures (list of steps you will follow to complete the literature review or project and a timeline for completing these steps)
  - d. Product Description (describe what the final product(s) will consist of)
  - e. Time and Credit Estimates (estimate how many hours you expect to work and hours of credit you expect to earn on HRTM 515, 590 or 598)
  - f. Spaces for signatures faculty advisor, supervising instructor if different than faculty advisor and student. For the Applied Management Project (HRTM 515) spaces should also be added for signatures of graduate committee members.
2. Make and keep an appointment with the supervising instructor to discuss the proposal. Some changes may need to be made to the original proposal prior to acceptance. When a proposal is finalized, copies will be made for the student, student's file, supervising instructor, and members of the graduate committee. If the project includes creative components, specific rubrics must be included in the final proposal for their evaluation. The finalized project proposal should clearly document the activities and product of the project the student will complete and how it will be assessed.

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### PROBLEM AREAS

Problem areas should be related to content areas and issues addressed in the HRTM curriculum. The problem area selected should challenge learning in a new knowledge area for the student.

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## INSTRUCTOR ASSISTANCE

The student will be expected to do work on his/her own under the guidance of the supervising instructor. Guidance will be provided as needed, at the discretion of the supervising instructor.

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## TIME REQUIREMENT

Due to the nature of the course, each student will be expected to spend a minimum of 42 hours in conducting the steps necessary to complete the program for each credit hour contracted. **A journal of program activities will be kept and turned in with the final product.** The journal will list dates, hours spent, and detailed descriptions and impressions of activities undertaken to complete the program.

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## LITERATURE REVIEWS

For students conducting a literature review, all grading will be based on the literature review and journal submitted. The combined length should be approximately 9-10 double-spaced, typed pages **per credit hour**. Its specific length will depend on the supervising instructor involved. The paper will be presented in literature review format. Style will be defined by the latest version of Publication Manual of the American Psychological Association. The outline for the paper will be as follows:

1. Statement of the Problem (defines and clarifies the problem studied)
2. Literature Review (organizes and summarizes previous research and other publications bearing on the problem)
3. Discussion (identifies relationships, contradictions, gaps, and inconsistencies in the literature)
4. Recommendations (suggests further steps for solving the problem)
5. Bibliography (also in APA style with the minimum number of citations contracted with the supervising instructor)

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## PROJECTS

Projects that attempt to solve a problem of practical and professional significance in HRTM will be developed individually. Those choosing a project will still be expected to conduct a thorough review of related literature (with the minimum number of citations contracted with the supervising instructor) and incorporate the review into the final product. The format and scope of the final product will be developed with the supervising instructor and specified in the "Product Description" section of the proposal.

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## PROFESSIONAL CONFERENCES AND WORK EXPERIENCES

With the agreement of the supervising instructor, HRTM 515/590 can include attendance at professional conferences or work experience. Students choosing to include conferences or work experiences will supplement them with a review of the related literature and development of a paper or project plan that synthesizes conference information or work experiences with the literature review. Projects based on these experiences will also focus on the application of the



information. The expectations for hours and length of papers or project plans are the same as for literature reviews or projects without conference or work experiences.

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## GRADING

Grading will be based on adherence to contractual guidelines (specified in the proposal), the journal, and the final product. Failure to keep and/or submit a journal will reduce your grade by one letter grade. A permanent grade of Incomplete (I) will be issued for any unauthorized programs (programs without an approved proposal).

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## MODIFICATIONS

If it becomes apparent that the proposal has greatly underestimated or overestimated the amount of work necessary to complete the program or cannot be completed as proposed due to extenuating circumstances, the student will alert the supervising instructor so that they can amend the proposal.

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## COPY OF FINAL PROJECT

One (1) copy of the final research project is provided to the faculty advisor (major professor) upon completion of the project for retention within the department and online publication.

## APPENDIX F - GUIDELINES FOR HRTM 599 - THESIS

Students completing a master's thesis as part of their degree requirements must adhere to the following procedures.

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### COMMITTEE

The student chooses a committee of three or more members in consultation with his or her faculty advisor (major professor). All members must be considered NMSU Graduate faculty. This committee must be constituted as follows:

1. Chair – faculty advisor (major professor) from the HRTM Department.
2. One or two other members from the program faculty in the department.
3. A dean's representative chosen by the student or Graduate School.
4. If the student is declaring a minor as part of their degree program, a faculty member from the minor department must be included as a representative of the committee.

As noted above, a committee of at least three members is required. More faculty members from any related department may be added at the discretion of the student and faculty advisor (major professor). Faculty from other universities may apply and be granted NMSU graduate faculty status to serve on a committee if warranted by their expertise and connection to the topic.

A maximum of six (6) credits may be taken of HRTM 599 – thesis toward the degree requirements.

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### MODIFICATIONS

If it becomes apparent that the proposal has greatly underestimated or overestimated the amount of work necessary to complete the program or cannot be completed as proposed due to extenuating circumstances, the student will alert the supervising instructor so that they can amend the proposal.

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### GUIDELINES

The following guidelines apply to all program research projects/theses:

1. The student works with the committee in preparation of the proposal and the execution and presentation of the study.
2. A convened proposal approval meeting is required.
3. Either laboratory or field data can be collected. Secondary data can be used as appropriate.
4. The manuscript follows the latest edition of APA style (currently 7<sup>th</sup> edition)
5. Approval of the manuscript requires a majority vote of the student's graduate committee.
6. Students follow Graduate School guidelines on thesis preparation and submission.
7. The project is defended at the final examination.

One (1) copy of the final research project or thesis is provided to the faculty advisor (major professor) upon completion of the project for retention within the department and online publication.