

Professional Studies Global Hospitality Leadership (MPHL)

MPHL 5000 Ethics Leadership in Hosp 3 Credits

In the ever-evolving and global hospitality industry, self-reflection and recognition of one's values, conduct, and consideration for others often make the difference between those leaders who are successful and those who are not. At the core of Georgetown University's Jesuit foundations, the notion of *cura personalis* ("care for the whole person") guides our mission to ensure that graduates exude not only academic excellence, but also the qualities exemplified by great leaders who make decisions and lead in an ethical manner. This foundational course sets the tone for the overall Global Hospitality Leadership program, in which students explore their existing individual assumptions, build foundational principles, and commit to their own moral compass in relation to the codes of conduct, core values, and best practices endemic to the professional world. Students will demonstrate their application of ethical practices and link those principles to a decision-making framework steeped in leadership and management.

Students will embark upon collaborative projects developing their ethical decision-making skills and analyze how those skills lead to better and more effective managerial competencies. Topics include: ethical conduct in the international business context, ethical models of leadership, reasoning in managerial situations, communication and influence skills, and collaborative teaming.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Glbl Hosp Ldrshp, Prof Studies: Glbl Hosp Ldrshp, Prof Studies: Glbl Hosp Ldrshp, Prof Studies: Glbl Hosp Ldrshp, Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt) or Prof Studies (Hospital Mgmt).

MPHL 5100 Foundations of Hospitality 3 Credits

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt) or Prof Studies (Hospital Mgmt).

Enrollment is limited to Graduate level students.

Enrollment limited to students in the School of Continuing Studies college.

MPHL 5200 Mgrl Acct Fin: Hosp Ops 3 Credits

Understanding the complex figures in business transactions is imperative for any leadership role in the hospitality industry. In this foundational and required course, students practice hospitality decision-making and value creation from a hospitality operations perspective. Starting with the basics of accounting and finance, the curriculum quickly accelerates to an advanced graduate level. Using historical accounting data, the content is designed to create critical-thinking leaders who can easily participate in a numerically-intense business conversation with executives and can make informed and logical decisions based on their evaluations.

In this course, students will demonstrate knowledge of generally accepted accounting principles, and evaluate business legal entities, citing reasons for their formation; evaluate income statements, balance sheets, cash flows, and learn how illustrate how managers and operators use these financial statements for decision-making and value-creation purposes. Expect sharpened analytical skills of basic cost concepts, cost-volume profit analysis, cost approaches to pricing, and ratio analysis, while developing advantageous skills in forecasting methodologies, capital and operations budgeting, and the internal audit process. Students will demonstrate formulating and using logic in decision-making, articulating those decisions, and defending them at an executive level. The course will utilize applied case studies throughout, and will require written exams, projects, and verbal presentations.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

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MPHL 5300 Sales Mktg for Hospitality 3 Credits

Sales, marketing, and communications strategies are key to building brand perception and awareness, distinguishing a value proposition from competitors, and growing and retaining customers. Paralleling the hospitality industry's evolving globalization, organizations have moved from a local to a global approach. Once largely sales-driven, hospitality has become a market-driven industry, where increasingly complex channels are required to target, reach, and convert diverse prospective audiences. Today, an integrated multi-channel marketing and communications strategy is the norm, authentic content and storytelling are king, and this mastery-level course explores why.

Creative and successful sales & marketing case studies are central in this foundational course, in which students learn the principles of marketing management at both the property and corporate level. Projects focus on the positioning and development of effective sales & marketing and communications plans, and the collection, tracking and analysis of data, metrics, and key performance indicators to drive strategy.

Particular emphasis is given to a variety of target customer segments including business and leisure travelers, travel agencies, meeting planners, and broader groups from baby boomers to millennials and beyond. Students will learn marketing methodologies across multiple media channels including traditional (print, direct mail, radio, outdoor, TV, etc.) and digital (email, display, search, social media, etc.). Sample topics include: customer loyalty programs, guest response action plans, ethical and privacy issues, liability and risk, as well as creative models for design and visualization. Other topics include the changing value of ratings & review systems across the world with influencer sites like TripAdvisor, Yelp, etc., and events and destination marketing.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

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MPHL 5400 Strategy Design Thinking 3 Credits

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt) or Prof Studies (Hospital Mgmt).

Enrollment is limited to Graduate level students.

Enrollment limited to students in the School of Continuing Studies college.

MPHL 5500 Global Studies in Hospitality 3 Credits

Hospitality is a global business that is heavily influenced by the various regions in which it operates. Relationships among guests, associates, and ownership groups vary drastically, and only the most seasoned hospitality professionals can navigate the unwritten rules of this fluid international terrain. As a crucial part of this course, students will study various regions of the world in which hospitality is critically impacting the industry globally. This course requires students to develop and hone their cultural competencies and attributes found in service-oriented global citizens, better preparing them for an international career in the hospitality industry.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt) or Prof Studies (Hospital Mgmt).

MPHL 6000 Brand Innov Exp Design 3 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt) or Prof Studies (Hospital Mgmt).

Enrollment is limited to Graduate level students.

Enrollment limited to students in the School of Continuing Studies college.

MPHL 6100 Trends, Tech, Con. Insight 3 Credits

Hospitality brands and operators are at a critical point in their history, facing a diverse cross-section of guests that have unique and sometimes divergent expectations. This course prepares for the impact of a shifting guest base from Baby Boomers to Millennials and emerging global markets that have redefined traditional group, business and leisure customer segmentation.

Understanding these unprecedented shifts in the overall landscape of travelers, and the transition from a Service and Product-based economy to an Experience Economy is critical to the future business of branding and hospitality. Complimentary to these new customer arenas, emerging technologies and trends are defining how these brands frame their guest experiences, define their marketing outreach, design their products, and enhance their service delivery.

This course offers an intensive evaluation and dialogue of technology's impact on hospitality – ranging from hardware products to mobile applications – forecasting the trends that will shape the future of the industry.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPHL 6200 Loyalty Strat Mgmt 3 Credits

A small percentage of premium guests in the hospitality industry represent a majority of the profit, especially for hotel, restaurant, transportation, and credit card companies. But, how does a company give consumers a compelling reason to choose and frequently return to a brand? Moving beyond this repeat business and into true loyalty and brand advocacy is big business in hospitality and travel. The landscape of loyalty and customer expectations is evolving dramatically due to new customer segment needs, the complex and expensive financial structures of programs, the ubiquity of programs across industries, and the transformation and accessibility of technology and information. The question for companies is how can they win in the ever-growing loyalty war. The question for customer is whether the program is worthwhile to join. And, the overall question for the industry is whether true loyalty exists. This course looks analytically and creatively at the future of these programs, including deep insights into the business, finance, and design of loyalty programs, consumer perspectives, partnerships, and marketing efforts.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPHL 6300 Luxury Lifestyle Brands 3 Credits

A recent report by the Boston Consulting Group (BCG) found that over \$1.8 trillion is spent annually on luxury goods and services worldwide, with over \$1 trillion going to "luxury experiences" and about half that figure being accounted for by travel and hotels. This course will examine the various facets of luxury and the fundamental values and mindsets that create a demand for it; the ways in which luxury has changed; what global luxury travelers/ consumers are ultimately seeking; and how hotels and other hospitality related organizations are responding in order to lead and succeed in this highly competitive vertical.

Students will have access to industry leaders operating within the luxury/ lifestyle sectors either via in-class guest lectures, interviews or off-site experiences and/ or tours. Assignments will include trend research and live polling, case study analyses, role playing and other workshops/ exercises in ideation, market segmentation, brand positioning and marketing.

Level: Graduate

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Enrollment is limited to Graduate level students.

MPHL 6400 Human Cap Mgmt for Hospitality 3 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

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Enrollment is limited to Graduate level students.

MPHL 6500 Dgtl Mktg Dstrbn for Hosp 3 Credits

In the world of digital marketing and distribution, the only constant is change. From Facebook and Instagram to Twitter and Snapchat, social media has granted unprecedented access to today's consumer. And from Expedia to Priceline and even Google, the indirect distribution channels used in travel marketing and booking also dramatically impact the travel planning cycle, business and financial performance, and consumer loyalty. Developing a savvy marketing strategy and participating in the right channels is key, but cutting through the clutter is more important than ever. In fact, digital marketing is one of the most critical issues facing the biggest travel companies today. Accordingly, this course builds examines three key areas of digital marketing: direct distribution via a company's own channels, indirect distribution through online travel agencies and global distribution systems, and social media. Through investigations in social media and website evolutions over time, projects examining indirect hotel marketing/sales channels, and exercises in customer segmentation, students learn how to evaluate and leverage digital channels to keep businesses relevant in our competitive travel landscape.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPHL 6600 Mgmt: Food Bev 3 Credits

The course will demonstrate effective and efficient controls of prime costs in a food service operation without sacrificing quality and good customer service. With increased pressure today to better manage prime costs, students will learn how recipes and menu engineering are the ultimate foundation of control. Students will apply a variety of analytical methods to ensure profitability and success. Establishing performance standards through accurate recipe documentation will be a critical component of the course's foundation. Apply yield tests, densities, weights, measures, and prep times to determine the true cost of the menu items. Understand a variety of methods to evaluate performance and efficiency. Understand the close relationship between revenue control and cost control and the impact that they will have on the bottom line. The course has a combination of both group and individual work. Part of the course includes the certificate exam for planning and control for food and beverage operations from the American Hotel & Lodging Education Institute (AHLEI).

Level: Graduate

Grading: Main Campus (UGrad, Grad)

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Enrollment is limited to Graduate level students.

MPHL 6700 Ops Experience Mgmt: Events 3 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt) or Prof Studies (Hospital Mgmt).

Enrollment is limited to Graduate level students.

MPHL 7000 Local Dev in Global Travel 3 Credits

Global Hospitality Leadership and Urban & Regional Planning students team up to engage in a cross disciplinary investigation focusing on destination development planning from a domestic and international perspective. A unique global studio environment poses participants with a design and management problem in select locations and cases, asking them to address key issues in planning, general management, and sustainability. The core question will center around place-based tourism: a focus on the distinct cultural, social, and historical characteristics to highlight and preserve in a particular location. The course surveys and connects broad areas from policy and investment, creation of infrastructure, labor and training, product design and marketing, to ecological and cultural sustainability, leveraging strategic thinking, cultural awareness, and leadership principles while managing the creation of a hospitality framework in an emerging destination.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Gbl Hosp Ldrshp, Prof Studies: Gbl Hosp Ldrshp, Prof Studies: Gbl Hosp Ldrshp, Prof Studies: Gbl Hosp Ldrshp, Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt) or Prof Studies (Hospital Mgmt).

Enrollment is limited to Graduate level students.

MPHL 7100 Feasibility Valuation 3 Credits

The hospitality industry abounds with new developments, transactions, and deals, all of which must be critically analyzed to fully understand each investment's feasibility and economic attractiveness. Accordingly, this course examines practical tools of investment analysis and valuation used by current market participants including owners, operators, and lenders to evaluate and analyze lodging investments. Students will develop an understanding of how to plan an investment or development; a procedure for determining the economic feasibility of the investment; and the critical valuation techniques required for acquiring and financing assets. The course evaluates the macro forces impacting feasibility and investment opportunities and focuses on the design of market and site analyses. Expertise is built around accurately forecasting occupancy, average rates, cash flows, and real estate value based on a critical analysis of supply and demand to support investment and lending decisions. Students will learn how to build long-term cash flow models and perform analyses utilizing various commonly used valuation methodologies. With a focus on both new and existing hotels and the choice between franchise and management models, other topics include restaurant/F&B valuation techniques, lending and financing basics, and investment sales/brokerage.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

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Enrollment is limited to Graduate level students.

MPHL 7300 Asset Management 3 Credits

Asset Management is a specialized type of real estate investment management that plays a crucial role in the complex structure of the hotel and lodging business. Often referred to as ownership groups—ranging from REITs to private individuals—asset managers direct individual or portfolios of hotels as income-generating resources. Even though asset management was not recognized as a specific discipline until the late 1980's, the tools of the trade and the required skill set continue to evolve rapidly, driven by the requirements of investors, financial markets, and advancements within the hotel industry. This advanced-level elective course will explore the evolution of the asset management role, strategies and tools to manage the investment, and emerging trends that will invariably dictate the future of the industry. Targeted case studies and visiting industry executives illustrate foundational principles, and provide insight into the various constituencies that utilize, direct, or are impacted by asset managers. Additionally, students will be tasked with an in-depth group research project to demonstrate an understanding of basic asset management techniques and principles. This project will be completed with an actual ownership group. The students will develop an Asset Management Plan and defend their final product with the ownership group and instructors.

Level: Graduate

Prerequisites: MPHM 530 and MPHM 510 and MPHM 520

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt) or Prof Studies (Hospital Mgmt).

Enrollment is limited to Graduate level students.

MPHL 7500 Revenue Management 3 Credits

Revenue Management is one of the most essential and in-demand business competencies in the hospitality industry. This course teaches students advanced principles of price variability and yield management, and the science of balance: offering the right product at the right time at the right price to the right customer. While revenue management is used across almost all hospitality companies from hotels and airlines, to rental cars, leisure travel and resorts, its underlying methodology is used broadly in other industries to improve top and bottom-line revenue and in finding optimal solutions for business problems. Success in this area requires an expansive, multi-disciplinary view into all aspects of an operation within the organization including customer behavior and guest touchpoints. Segmentation, pricing, distribution, budget analysis, and channel distribution are evaluated in the quest to maximize revenue. Students will have the opportunity to earn AH&LEI's Certification in Hotel Industry Analytics (CHIA) parallel to the course curriculum.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

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Enrollment is limited to Graduate level students.

MPHL 7600 Leading High Impact Teams-ILE 3 Credits

A dynamic team is a cornerstone of the modern hospitality business, and effective team leaders require the highly-evolved ability to adapt, put out fires, ignite creativity, juggle, cajole, console, and engage all players. This multidisciplinary course incorporates research, theories, and experiential learning to finely-tune interpersonal and intercultural skills fundamental to building and leading high performance teams in the hospitality industry. The complexity of group dynamics will be explored and reinforced via role-playing in coaching, counseling, recruiting, and managing, resulting in a mastery of progressive and innovative leadership. Team building is an essential and often elusive skill in the ever-changing world of hospitality, as it requires a broad understanding in areas from reputation management and corporate culture to global environments. Cultural influences, communities, attitudes, and behavior vary within and across nations and ethnicities requiring knowledge of etiquette, decision-making processes, greetings, and customs. Additionally, motivational techniques and strength-based applications will magnify creativity to drive change alongside practical and tactical topics such as thriving in remote or invisible offices and the art of designing effective meetings.

Due to the special nature of this Intensive Learning Experience (ILE), a majority of this course will be held over 3 extended Saturday classes as an evolving series of sessions and activities tailored to group dynamics and team building.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt), Prof Studies (Hospital Mgmt) or Prof Studies (Hospital Mgmt).

Enrollment is limited to Graduate level students.

MPHL 7700 Intentional Hosp Leadership 3 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPHL 7940 GHL: Independent Study 3 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

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Enrollment is limited to Graduate level students.

MPHL 7950 Practicum I 3 Credits

The Integrated Practicum (internship) option is geared towards students who wish to gain experience in the hospitality industry and build a professional network while simultaneously studying. It is one of the most advantageous features of the MPS degree program, allowing students to earn three credits in place of one regular, three-credit Elective. The option is strongly encouraged for those students who are taking the program full-time, or for those students not currently employed within the hospitality industry.

Practical learning opportunities are available through our various hospitality partnerships, including hotel, restaurant, association, and convention placements. Internship opportunities have been reviewed and approved by the program and are offered to students each term. Students may also bring special opportunities to the Executive Director for vetting and approval. Students will document their weekly objectives, activities, network contacts, leadership / management observations, and assessment tools in a project portfolio, which is submitted to their internship advisor at the end of the term.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

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Enrollment is limited to Graduate level students.

MPHL 7955 Global Immersion 3 Credits

A business and cultural mega-center that's home to tens of millions of people, Tokyo is also the crossroads where the Japanese interact with citizens from all over the world. Hospitality remains a key part of Japanese culture today and certainly applies to the meetings and events industry. In 2020, Tokyo will host the summer Olympics making it prime opportunity to study. We will explore the various cultural elements of doing business in Japan (and particularly focus on management, communications and hospitality) as a part of the readings and discussion in the live classes but also as a part of the client challenge.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPHL 7990 Capstone 3 Credits

As the finale and culminating course in the Global Hospitality Leadership program, the Capstone showcases a student's mastery of subject in one, comprehensive research project.

This course gives the student the opportunity to focus on the particular subset of hospitality with which they identify and in which they are looking to specialize. The industry-based Capstone project will serve as a semester-long opportunity for students to produce a substantial piece of original work under the tutelage of an industry sponsor and program faculty. Students will partner with a Capstone Advisor, who—as an industry professional—will serve as a guide through the detailed development and execution of the actual project and related deliverables. Successful projects will reflect current and future industry challenges, partner with a brand or company within the industry, and produce a body of work that delivers recommendations, and practical, implementable, and innovative solutions.

As an individualized endeavor, the course provides the opportunity for students to synthesize the theoretical and practical content taught during the program while will also reviewing and examining the primary knowledge, skills, and learning goals of the MPS-GHL program. Special emphasis will be placed upon the leadership and ethical skills introduced early in the program, including verbal presentations, written assessments, research methodologies, decision-making, and strategic planning. Students must propose a thesis project, work with a dedicated Capstone Advisor to develop the project, author an in-depth research paper, supporting action plan, executive summary ("white paper"), create a visual presentation, and present and orally defend their work in front of a panel of faculty and experts at the semester's end.

Enrollment in this course is through application and approval. A minimum grade of "B" (3.00) is required in the Capstone course to graduate regardless of the student's cumulative GPA.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

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