

## SCHOOL OF HOTEL ADMINISTRATION

### ADMINISTRATION

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### DEGREE PROGRAMS

Hotel and Restaurant Administration

*Degree*

B.S.  
M.P.S.  
M.S.  
Ph.D.

### FACILITIES

**Statler Hall.** Statler Hall is a unique building designed expressly to meet the needs of the faculty and students of the School of Hotel Administration. The building serves both practical and theoretical instruction, houses classrooms, lecture rooms, laboratories, a library, a video and computer center, a beverage-management center, an auditorium, and the Statler Hotel and J. Willard Marriott Executive Education Center. Statler Hall and the Statler Hotel were designed expressly for the school's academic and executive-education programs, providing students with training and work experience in facilities similar to those in which they will work after graduation.

**The School of Hotel Administration Library** has the largest single collection of hospitality-related materials in the United States. The collection contains approximately 25,000 volumes, 1,000 videotapes, numerous ephemera and memorabilia (such as photo-

graphs, menus, and rare books), and more than 1,000 serial subscriptions. Materials on lodging, foodservice, travel and tourism, and general business topics comprise the core of the library's collections. Among the library's special features are numerous computerized information resources, including *NEXIS*, *ABI/INFORM* and *The Hospitality Database*, an extensive and unique (one of only four in America) index to hospitality articles. Information resources and services for industry are available for a fee through the library's HOSTLINE service.

**Statler Hotel and J. Willard Marriott Executive Education Center.** The Statler Hotel comprises 150 guest rooms, an executive-education center, restaurants, lounges, and the university's faculty and staff club. It demonstrates the very finest in hospitality and hospitality-education practices. The Statler is an independent, self-sustaining teaching hotel that provides quality food, beverage, meeting, and lodging services to the Cornell community and campus visitors, including parents and those who visit Cornell as part of the application process. In addition, the hotel is a practice-management facility for certain classes, internships, and independent-study projects. It offers part-time jobs to approximately 200 students each semester with preference given to students in the hotel school.

### UNDERGRADUATE CURRICULUM

The School of Hotel Administration offers education in the numerous disciplines required for modern management, including accounting, finance, marketing, operations, communication, properties management, information technology, law, and human resources management. The school's graduates hold executive positions in a variety of industries, but are especially well represented in the management of hospitality-related enterprises, including the lodging, food service, and travel industries.

Students are encouraged to pursue a broad range of courses, including those in the humanities, social sciences, and natural sciences, as preparation for assuming positions in the business community. Included in the basic curriculum are courses in management, human resources, financial management, food and beverage operations, marketing, tourism, properties management, communications, and law.

The basic program leading to the undergraduate degree in hotel administration, as set forth below, is enriched by a broad selection of free and distributive elective courses offered by the school and elsewhere in the university. For more complete information about undergraduate program requirements, see the school's student handbook or course supplement (available in room 174 Statler Hall).

### Requirements for Graduation

Regularly enrolled undergraduate students in the School of Hotel Administration are candidates for the degree of Bachelor of Science. The requirements for that degree are:

- 1) completion of eight terms in residence for those who entered as freshmen; terms of residence for transfer students are determined by the amount of transfer credit awarded;
- 2) completion, with a minimum cumulative grade-point average of 2.0 (including a grade-point average of 2.0 in the final semester), of 120 required and elective credits, as set forth in the table on the following page;
- 3) completion of two units of practice credit prior to the last term of residence, as defined on the following page;
- 4) completion of the university requirement in physical education.

Suggested course programs appear on the following pages. The core courses account for 66 of the 120 credits needed for graduation, the selected concentration accounts for 12 credits, and 18 credits are allotted for distributive electives. The remaining 24 credits may be earned in courses chosen from the offerings of any college of the university, provided that the customary requirements for admission to such courses are met.

Students in the School of Hotel Administration who plan to attend summer school at Cornell or elsewhere or who propose to attend any other university, with the expectation that the credit earned will be counted toward the Cornell degree in hotel administration, must obtain the approval of the school in advance. Without advance approval, such credit may not count toward the degree.

Credit earned in military science, aerospace studies, or naval-science courses may be counted in the 24-credit group of free electives.

### Transfer Credit Policy

Transfer students are required to complete all degree requirements with at least seventy-five (75) credits at Cornell University, of which a minimum of sixty (60) must be in courses offered by the Hotel School, and nine (9) must be in distributive electives taken outside the Hotel School. Thus, a maximum of forty-five (45) hours in transfer credit may be allowed from other accredited colleges or universities, as follows:

Core	12
Concentration	0
Distributive Electives	9
Free Electives	24
	45

In the core, transfer credit may be allowed against basic courses only (for example, HA 103, HA 136, HA 225, Economics). Others (including HA 243 and HA 174) generally are waived, and an upper-level course in the area

substituted. For instance, if HA 243 were waived, another marketing course would be required in its place. The communication courses (HA 165 and HA 365) are tailored specifically to the School of Hotel Administration, and, thus, communication courses taken elsewhere are not accepted against core courses.

Concentration courses may not transfer without the express written consent of the faculty in the area concerned. While such consent is rare, it is not impossible.

Distributive electives ensure that Hotel students are exposed to other courses at Cornell, and, thus, only nine (9) credits may transfer. The remaining nine (9) must be taken at Cornell but may be distributed in any combination of humanities, social sciences, or natural sciences provided at least three (3) credits are taken (at Cornell or transferred from elsewhere) in each area.

Twenty-four (24) credits in free electives may transfer.

### Concentration

While completing the required courses leading to the bachelor's degree, undergraduates in the school also must select a concentration: 12 elective credits in a major area of the core curriculum or, with the support of a faculty member, in a self-directed course of study.

When students select a field of concentration, they should consult the coordinator of instruction in that area during the sophomore year to plan the sequence of courses that will best fit their program.

### Foreign Languages

Mastery of a foreign language is particularly desirable for students who are planning careers in the hospitality industry. Further information on foreign language courses at Cornell, and placement in language courses, may be found in this book in the College of Arts and Sciences program description under the Modern Languages, Literature, and Linguistics section and also under the section Advanced Placement for Freshmen.

### Independent Study

Students may conduct independent study projects in any academic area of the school under the direction of a faculty member. Credit is arranged on an individual basis. To enroll in an independent study project, students must obtain written permission from the school before the add deadline. See section H Adm 600-690 for more details.

### Practice-Credit Requirement

As part of degree requirements, undergraduates enrolled in the School of Hotel Administration must fulfill the practice-credit requirement and submit verification thereof prior to registering for the last semester. Further details are set forth in the *Practice Credit Handbook for Undergraduates in the School of Hotel Administration*, available in the school's Career Services Office, room 153 Statler Hall.

### Management-Intern Program

Hotel School juniors and seniors have a unique opportunity to gain invaluable knowledge and experience in the hospitality industry through the management intern

program. Students receive 12 academic credits, 1 practice credit, and may petition on an ad-hoc basis to have a portion of the academic credits applied toward their concentration. While on the internship, tuition is reduced and students receive a salary from the sponsoring organization. Positions are available in the U.S. and internationally. Sponsors include hotels, restaurants, casinos, corporate offices, consulting firms, and clubs. Application should be made one semester in advance. Information meetings are held at the beginning of each semester and are open to all students. More information about the management intern program is available in the Career Services Office, 153 Statler Hall.

### Study Abroad

Programs providing an opportunity to study in a foreign country and develop an awareness of the international component of the hospitality industry can contribute to each student's total educational experience. Students in recent years have studied in Italy, Spain, France, England, and many other countries. Information on the study-abroad programs operating during the summer and academic year is available at the Cornell Abroad Office (in Uris Hall).

Students should discuss their plans with the school's study-abroad faculty representative and the director of student services so that all petition and credit-evaluation procedures are followed.

### Grading System

Letter grades ranging from A+ to F are given to indicate academic performance in each course. These letter grades are assigned a numerical value for each term average as follows: A is equivalent to 4.0; B to 3.0; C to 2.0; D to 1.0; F to 0. For good standing, the student must maintain a minimum average of 2.0. Of the free-elective courses, a maximum of 4 credits each term may be taken on a "satisfactory-unsatisfactory" (S-U) basis. Students should be aware that a satisfactory grade equals "C-" or above and an unsatisfactory grade equals "D+" or lower. Courses taken S-U may be counted only as free electives.

Students whose term averages are at least 3.3 and who took at least 12 credits of letter grades with no unsatisfactory or incomplete grades are honored by being placed on the Dean's List.

### Course Requirements for Graduation

<i>Required courses</i>	<i>Credits</i>
Management Operations: Hotel Administration 103, 303	6
Human-Resources Management: Hotel Administration 211, 212	6
Financial Management: Hotel Administration 121, 226, 227, 325	12
Food and Beverage Management: Hotel Administration 136, 236, 335	12
Marketing and Tourism: Hotel Administration 243	3
Properties Management: Hotel Administration 255, 355	6
Communication: Hotel Administration 165, 365	6

Operations Management and Information Technology: Hotel Administration 174, 175	6
Law: Hotel Administration 387	3
Economics: Micro and Macro	6
<i>Specifically required credits</i>	66
<i>Concentration</i>	12
<i>Distributive electives</i>	18
<i>Free electives</i>	24
<b>Total credits required for graduation</b>	<b>120</b>

### Typical Course Sequences

The following arrangements of courses tend to be more fixed in the freshman and sophomore years, with a greater degree of flexibility characterizing the upperclass years.

#### Freshman Year

Typically, a freshman schedule will consist of 14 to 16 credits each term, to include the following:

<i>Required courses</i>	<i>Credits</i>
H Adm 103, Principles of Management	3
H Adm 121, Financial Accounting	3
H Adm 136, Food and Beverage Management	4
H Adm 165, Managerial Communication: Writing Principles and Process	3
H Adm 174, Microcomputing	3
H Adm 175, Quantitative Methods	3
Microeconomics	3
Macroeconomics	3
Distributive electives	3
Free electives	0-4
	<b>28-32</b>

#### Sophomore Year

<i>Required courses</i>	<i>Credits</i>
H Adm 211, Human Resources Management	3
H Adm 212, Human Relations Skills	3
H Adm 226, Finance	3
H Adm 227, Managerial Accounting	3
H Adm 236, Culinary Theory and Practice	4
H Adm 243, Principles of Marketing	3
H Adm 255, Hotel Development and Planning	3
Distributive electives	3-6
Free electives	3-6
	<b>28-34</b>

#### Junior Year

<i>Required courses</i>	<i>Credits</i>
H Adm 303, Organizational Processes and Design	3
H Adm 325, Hospitality Financial Management	3
H Adm 335, Restaurant Management	4
H Adm 355, Hospitality Facilities Operations	3
H Adm 365, Managerial Communication: Principles and Practices	3

H Adm 387, Business and Hospitality Law	3
Concentration	6
Free electives	3-6
	28-31

**Senior Year**

<i>Required courses</i>	<i>Credits</i>
Concentration	6
Free electives	18-26
	24-32

**GRADUATE CURRICULUM**

The school's programs for advanced degrees include those of Master of Professional Studies, Master of Science, and Doctor of Philosophy. For further information on graduate programs, consult the school's graduate catalog (available in room 172 Statler Hall); contact Professor A. Neal Geller, the school's graduate faculty representative at 255-7245, Sandra K. Boothe, Director of the Master of Professional Studies program at 255-7246, or see the university's *Announcement* from the Graduate School.

Candidates for the Master of Science or Doctor of Philosophy degrees should refer to the admission and degree requirements set forth in the *Announcement*. The student's program is developed with the aid and direction of a special committee chosen by the student from members of the Graduate Faculty. This committee also approves the thesis or dissertation project.

Candidates for the Master of Professional Studies (M.P.S.) degree pursue one of four tracks in their graduate studies. Students whose undergraduate degrees are in areas other than hotel administration follow track I, for which the required two-year program is set forth below.

The curricula for M.P.S. tracks II and III are specifically designed for each student, based on previous experience and career goals. Students who hold four-year degrees in hotel administration from an institution other than Cornell qualify for the track II curriculum. A minimum of three residence units and 48 credits are required to complete track II. Track II students must take 12 credits in a concentration, 6 credits of monograph, 16 elective credits, and any required courses not yet completed prior to their arrival.

Track III is for students who hold a Bachelor of Science degree in hotel administration from Cornell. Two residence units and 32 credits are required to complete track III. Track III students must take 12 credits in a concentration, 6 credits of required courses, 6 credits of monograph, and 8 elective credits.

Track IV is for students who hold a master's degree and have no prior degrees in hotel administration. Three residence units and a minimum of 48 credits are required. Track IV students must take 12 credits in a concentration, 6 credits of monograph, any required courses not exempted, prerequisites, and enough elective credits to complete the 48-credit minimum.

All students are required to designate an area of concentration before their next-to-last term.

Each student also writes an investigative report or monograph, under the guidance of an adviser, to meet requirements for the M.P.S. degree.

**Required Program for M.P.S. Track I Students**

<i>Required courses</i>	<i>Credit</i>
H Adm 705, Management Strategy for the Hospitality Industry	3
H Adm 718, Advanced Human Resources Management	3
H Adm 725, Graduate Managerial Accounting in the Hospitality Industry	3
H Adm 726, Graduate Corporate Finance	3
H Adm 731, Graduate Food and Beverage Management	3
H Adm 732, Graduate Restaurant Management	3
H Adm 741, Graduate Marketing Management	3
H Adm 751, Advanced Project Development and Construction	3
H Adm 774, Information Systems for Hospitality Managers	3
H Adm 775, Graduate Quantitative Methods	3
H Adm 805, M.P.S. Monograph 1	3
H Adm 806, M.P.S. Monograph 2	3
<i>Specifically required credits</i>	36
<i>Concentration credits</i>	12
<i>Free elective credits</i>	16
<b>Total credits required for M.P.S. Track I students</b>	64

**Course Schedule Information**

For up-to-date information about course scheduling, and to obtain a course supplement, contact the hotel school student services office in room 178 Statler Hall, telephone 255-3076.

**MANAGEMENT OPERATIONS COURSES**

**H ADM 100 Principles of Management**  
Spring. 3 credits. Limited to transfer, ITD, and non-hotel school students. Satisfies requirement for H Adm 103.

T R 12:20. P. Rainsford.

An introductory survey course in management with general reference toward the hospitality industry. The course is organized around the traditional management functions of planning, organizing, leading, and controlling. A major semester-long project will require students to plan and operate a business venture.

**H ADM 102 Distinguished Management Lectures**

Fall. 1 credit. Limited to hotel school students except by written permission. Elective.

F. 1:25. D. Dittman.

A series of lectures given by non-resident speakers prominent in the hotel and restaurant industries or allied fields. Topics include

career ladders, company profiles, and business-policy formulation.

**H ADM 103 Principles of Management**  
Fall. 3 credits. Limited to hotel school freshmen. Required.

T R 12:20. T. Cullen.

A systems approach to understanding the nature of management in the hotel and restaurant industries.

**H ADM 203 Club Management**

Fall or spring. Fall, second 7 weeks only; spring, first 7 weeks only. 2 credits. Fall, limited to 35 hotel school juniors and seniors; spring, open enrollment. Prerequisite for hotel students: H Adm 103. Elective.

M 1:25-4:25. R. James.

The study of private membership clubs and club administration. The application of current management principles in a not-for-profit environment is discussed and club management is compared to other areas of the hospitality industry. Topical coverage includes: tournament, facility, and recreation management; legal, financial, and legislative issues; human relations and resource consideration; marketing, pricing policies, and quality standards.

**H ADM 303 Organizational Processes and Design**

Fall or spring. 3 credits. Limited to 60 juniors and seniors per lecture. Prerequisites: H Adm 103, 211, and 212. Required.

Two lec, T R 11:55-1:10. C. Enz, C. Lundberg.

Focuses on the design and development of organizational systems, processes, and structures from a managerial perspective. Students will become familiar with alternative organizations through readings, case studies, and field experiences including, but not limited to, hospitality systems.

**H ADM 304 Rooms-Division Management**

Fall, second 7 weeks only. 2 credits.

Prerequisite: H Adm 103. Elective.

F 1:25-4:25. R. Chase.

An introductory course concentrating on the fundamentals of rooms-division management. Areas of concentration include front-desk operations and the reservations, housekeeping, and telephone departments. Particular emphasis on selling strategies, forecasting, rate efficiencies, labor management, and guest relations.

**H ADM 305 Resort and Condominium Management**

Fall. 3 credits. Not open to freshmen.

Recommended: H Adm 387. Elective.

T R 11:55-1:10. M. Noden.

A lecture course in the operation of various types of resort hotels and condominiums. Emphasis is on the promotion of business, the provision of facilities, services, and guest entertainment. Contract and non-contract relationships with the travel industry, terminology, rental-pool agreements, S.E.C. regulations, state statutory requirements, developer-management-owner contracts, and relationships in condominiums are reviewed.

**H ADM 306 Franchising in the Hospitality Industry**

Spring, first 7 weeks only. 2 credits. Prerequisite: H Adm 225. Elective.

M 1:25-4:25. Faculty.

Relationships between franchisor and franchisee, advantages and disadvantages of franchising, structure and services offered by

franchisors. Case studies of leading lodging and restaurant companies currently offering franchises will be discussed. Guest speakers from the franchising industry.

#### **H ADM 402 Hospitality Management Seminar**

Fall. 1 credit. Limited to 20 seniors and graduate students. By permission of instructor only. Submit letter of interest to dean's office, 146 Statler Hall. Students will be expected to register for H Adm 102. Elective.

F 2:30. D. Dittman.

A weekly meeting with the H Adm 102 speaker of the week. The subject matter varies from week to week, depending on the speaker's area of expertise. The class is relatively unstructured, and students are expected to participate in discussions.

#### **H ADM 404 Entrepreneurship and Small Business Management**

Fall or spring. 3 credits. Limited to 20 juniors, seniors, and graduate students. Prerequisite: H Adm 325 or equivalent. Elective. Not offered fall 1993.

T 2:30-4:25; R 2:30. P. Rainsford.

Focuses on the entrepreneur and the decisions made in planning, financing, developing, and operating a new business venture. Case studies and guest speakers will be used. There will be one major term project, which will require the application of the course material to a field consulting project that will result in written and oral reports to the owner of the business and the Small Business Administration.

#### **H ADM 405 Management Planning for the Hospitality Industry**

Spring. 3 credits. Prerequisites: all required hotel undergraduate courses at the 100, 200, and 300 levels. Elective.

T R 11:55-1:10. T. Hinkin.

Takes a systems approach to strategic quality planning. Focus is on identifying product and service deficiencies and developing action plans to remedy and prevent these deficiencies. Examines situations from three perspectives: the customer, the employee, and management. Designed as a seminar, requiring active participation in discussion of readings and case analyses. Two individual papers and group field study.

#### **H ADM 406 Integrated Studies in the Hospitality Industry**

Spring. 3 credits. Limited to hotel school seniors. Three Tuesday-night meetings in lieu of examinations. Elective.

T R 2:30-3:45. Faculty.

Employs text readings, participation in a simulation of an organization, and guest presentations to explore business missions, objectives, strategies, action plans, and evaluations. As an integrative, summary course, the areas of review and application will involve hotel and food service, marketing, organization, and finance.

#### **H ADM 407 Seminar in Hotel Operations**

Spring. 3 credits. Limited to 30 seniors. Estimated cost of field trip, \$200. Elective.

W 12:20; F 11:15-1:10. J. Clark.

Seminar course applies management theory to actual hotel operations via semester-long interactions and visits with the department heads and general manager of a medium-to-large-size hotel. Field trip includes attendance at executive committee meeting, presentations by various department heads, and half-day "shadow assignments."

#### **H ADM 408 Casino Management**

Fall or spring, first 7 weeks only. 2 credits. Limited to 45 students. Prerequisite: H Adm 325 (concurrent registration acceptable). Estimated cost of field trip, \$150. Elective.

M 10:10-12:05. Faculty.

Objectives are to develop an understanding of casino operations within a casino hotel and to develop knowledge of the communication network between the casino and all other departments of the hotel. A field trip to an Atlantic City casino is required.

#### **H ADM 409 Airline Management**

Spring. 3 credits. Limited to 25 seniors and graduate students, others by permission of instructor. Prerequisites: H Adm 211 and 212. Elective.

T 2:30; R 2:30-4:25. M. Noden.

Focuses on the airline industry and explores both pre- and post-regulatory climates. Emphasis is on dynamic organizational change in response to fluctuating economic and legal conditions. Topics include airline organization, comparative corporate strategies, marketing and distribution networks, operations and service management, union relations, finance, government regulation, and air transport. Using the computer-driven simulation exercise called AIRLINE, student teams will operate a small regional carrier.

#### **H ADM 501 Creative Management for Organizational Change**

Spring. 3 credits. Limited to 24 students. Elective.

W 2:00-4:30. F. Berger.

Through lectures, exercises, and group problem-solving sessions students will explore the characteristics of creative people and organizations, obtain an inventory of their own creative ability, examine blocks to creativity and ways to overcome them, plan tactics for selling ideas, discuss methods for leading creative problem-solving meetings, and analyze strategies for producing organizational change. Organizational leaders will present problems for which students will develop creative solutions.

#### **H ADM 503 International Management**

Spring. 3 credits. Limited to seniors and graduate students, juniors with permission of instructor. Prerequisites: H Adm 121, 165, 303, 325, or M.P.S., M.S., or Ph.D. status. Elective.

M W 2:30-3:45. T. Cullen.

A survey of comparative and cross-cultural management, focusing on similarities and differences among business and management systems from different contexts. Students will examine how different management practices and philosophies develop from cultural variables such as attitudes, beliefs, value systems, and behavioral patterns. The course will emphasize Japanese management systems.

#### **H ADM 601 Management Intern Program I—Operations**

Fall or spring. 6 credits. Open to hotel school juniors and seniors with approval of the MIP faculty committee. Prerequisites: Students are expected to have completed H Adm 103, 121, 136, 165, 174, 211, 212, 226, 227, 236, 243, and 255. In addition, completion of the following courses is strongly recommended: H Adm 303, 325, 335, 355, and 365. Additional course work might be required for applicants considering specialized internships. A detailed plan for the completion of all remaining academic requirements must be approved prior to acceptance into the

course. Must be taken in conjunction with H Adm 602. S-U grades only, based on four performance evaluations. Elective.

R. Chase.

#### **H ADM 602 Management Intern Program II—Academic**

Fall or spring. 6 credits. Must be taken in conjunction with H Adm 601. Letter grades only, based on reports, journal, debriefing, and oral presentation. Elective.

R. Chase.

#### **H ADM 603 Hotel Ezra Cornell**

Fall or spring. Variable credit (maximum, 3). Prerequisite: written permission. Elective. Elected board members of Hotel Ezra Cornell may receive credit for developing, organizing, and managing the April "hotel-for-a-weekend" event.

#### **[H ADM 701 Seminar in Hospitality and Service Inquiry**

Fall. 3 credits. Elective. Not offered 1993-94.

W 2:30-5:30. Faculty.

Introduces academic graduate students to the major alternative ways of conceptualizing and designing research and acquiring, interpreting, and disseminating data. Emphasis on implications and consequences of one's choices among alternative perspectives and approaches.]

#### **H ADM 705 Management Strategy for the Hospitality Industry**

Spring. 3 credits. Prerequisites: all required hotel school M.P.S. first-year core courses, or permission of instructor. M.P.S. requirement.

M W 8:40-9:55. Includes five evening sessions during last three weeks.

T. Cullen.

Covers strategic planning and strategy implementation. Planning focuses on defining the organization's philosophy and mission, establishing long- and short-range objectives to achieve the mission, and selecting strategy to be used in achieving objectives. Implementation focuses on developing organizational structure to achieve strategy, ensuring activities are effectively performed, and monitoring effectiveness of the strategy.

#### **H ADM 805 Monograph I**

Fall or spring. 3 credits. Limited to first-year M.P.S. students. M.P.S. requirement.

M W 11:15. J. Clark.

Covers procedures for developing and writing the M.P.S. monograph. See the M.P.S. Student Handbook for a full description of the monograph requirement.

#### **H ADM 806 Monograph II**

Fall. 3 credits. Prerequisite: H Adm 805. M.P.S. requirement.

See the M.P.S. Student Handbook for a full description of the monograph.

## HUMAN RESOURCES MANAGEMENT COURSES

#### **H ADM 210 The Management of Human Resources**

Fall or spring. 3 credits. Limited to 100 non-hotel school students, no freshmen. Elective.

T R 1:25. Faculty.

Examines the role of human resources management, starting with an introduction to the personnel function and an analysis of the social, legal, international, and competitive factors. Examines recruitment, selection,



training, motivation, development, compensation, performance appraisal, and labor relations. Class discussion and case analysis are emphasized.

#### **H ADM 211 Human Resources Management**

Fall or spring. 3 credits. Limited to 60 hotel school students per lecture, no freshmen or graduate students. Prerequisite: H Adm 100 or 103. Hotel transfer students may register concurrently with H Adm 100. Required.

M W 11:15 or 12:20. M. Fulford.

An introductory study of the human resource management function, with an emphasis on issues and applications within the hospitality industry. How organizations plan, staff, train, develop, and motivate employees to enhance productivity, advance the quality of work life, and ensure legal compliance.

#### **H ADM 212 Human-Relations Skills**

Fall or spring. 3 credits. Limited to 60 students per lecture, no freshmen. Prerequisite: H Adm 100 or 103, or written permission of instructor. (May be taken before H Adm 211; hotel transfer students may take H Adm 212 before H Adm 100). Lab fee, \$15. Attendance at first class is mandatory. Required.

M W 8:40-9:55; T R 8:40-9:55. F. Berger, T. Hinkin.

Discussion and practice of human-relations skills necessary for managing people. Topics include supervising, motivating, and counseling employees; leading effective meetings; conducting creative problem-solving sessions; and time and stress management. Analysis of individual leadership skills and interpersonal and intergroup process skills will be emphasized.

#### **H ADM 313 Training in the Hospitality Industry**

Fall. 3 credits. Limited to 24 students. Prerequisite: H Adm 211. Elective.

M W 2:30-3:45. F. Berger.

The training function within the hospitality industry will be analyzed, and a training and development model will be presented. Learning theories, task analysis, the writing of objectives, training methods, and program evaluation will be covered at both the conceptual and experiential levels. Students will gain experience designing and implementing a training program for a hospitality organization.

#### **H ADM 414 Organizational Behavior and Small Group Processes**

Fall. 3 credits. Limited to 30 hotel school juniors, seniors, and graduate students. Elective.

M 7:30-10 p.m. C. Lundberg.

Applications of organizational behavior will be explored through lectures, case studies, and management games and exercises. Students will participate in experiential labs aimed at enhancing their effectiveness as members or leaders of groups. Topics include leadership, decision making, motivation, power, and organizational change.

#### **H ADM 416 Special Studies in the Management of Human Resources: Service Cultures**

Spring. 3 credits. Limited to juniors, seniors and graduate students. Prerequisite: H Adm 211 or equivalent. Elective.

T R 10:10-11:25. C. Enz.

Emphasis on diagnosis and design of human resource initiatives to achieve strong service

cultures and improve organizational performance. Topics include management of emotions, monitoring and measuring corporate culture, and linkage of human resource practices to service vision, organizational design, and strategic objectives. Students will develop a culture audit in a business. Class discussion, case analysis, and field experience.

#### **H ADM 512 Managing Organizational Change and Productivity**

Spring. 3 credits. Prerequisite: H Adm 211 or equivalent. Elective.

T R 8:40-9:55. C. Lundberg.

Helps students understand the complexities of the change process. Emphasis is on strategies for coping with planned and unplanned change. Provides hands-on practice in the design, implementation, and evaluation of an organizational improvement program.

#### **H ADM 515 Managerial Leadership in the 1990s**

Spring. 1 credit. Elective.

Scheduled weekend: February 4 (1:00-10 pm); February 5 (9:00 am-10 pm);

February 6 (9:00 am-6 pm). K. Blanchard.

Focuses on the knowledge and skills that leaders will need to be effective in the 1990s. Emphasis will be placed on recent theories of motivation, behavior, and leadership. Students will learn the basics of situational leadership, applying this knowledge to future managerial positions. Due to the popularity of this course, priority will be given in the following order: seniors and graduate students, juniors, non-employee extramural students, sophomores, freshmen, and Cornell employees. Space permitting, the class may be added up to the first day (March 11), but the absolute drop deadline is Friday, March 4.

#### **H ADM 718 Advanced Human Resources Management**

Fall. 3 credits. Limited to hotel school graduate students, and non-hotel school graduate students as space permits or by permission of instructor. M.P.S. requirement.

M W 10:10-11:25. M. Fulford.

Focuses on development of human resources management skills and exploration of the dilemmas and responsibilities of leadership. Emphasis on effects managerial activities have on employee recruitment, selection, and retention systems. Case studies, exercises, and simulations.

### FINANCIAL MANAGEMENT COURSES

#### **H ADM 120 Survey of Financial Management**

Fall or spring. 2 credits. Limited to non-hotel school students. Elective.

W 2:30-4:25. D. Dunn.

A survey of accounting principles, financial statements, and an introduction to financial analysis. Designed for the student who desires a basic general knowledge of the language of business and finance.

#### **H ADM 121 Financial Accounting**

Spring. 3 credits. Limited to hotel school students. Required.

T R 2:30-4:25. D. Ferguson.

The basic principles of accounting, involving transaction analysis, flow of accounting data to the financial statements, and careful consideration of accounting for revenues, expenses, assets, liabilities, and owner's

equity.

#### **H ADM 123 Financial Accounting Principles**

Fall or spring. 3 credits. Limited to non-hotel school students. Elective.

T R 2:30-4:25. D. Dunn.

An in-depth introduction to the principles of financial accounting, involving transaction analysis, flow of accounting data to the financial statements, and careful consideration of accounting for revenues, expenses, assets, liabilities, and owner's equity.

#### **H ADM 125 Finance**

Fall or spring. 3 credits. Limited to non-hotel school students. Elective.

M W 2:30-3:45. Faculty.

Corporate finance topics include time value of money, financial markets, interest rates, financial statement analysis and planning, working capital policy and management, risk and return, risk management, security valuation models, cost of capital, capital budgeting, capital structure, dividend policy, and creative finance.

#### **H ADM 226 Finance**

Fall. 4 credits. Prerequisite: H Adm 121 or equivalent. Required.

T R 2:30-4:25. A. Arbel.

Provides students with a broad understanding of managerial finance. Develops skills in using accounting cash flow information for financial planning, capital structure decisions, capital budgeting evaluation, and short-term and long-term financial decision making. Topics include current asset management, short-term financing, capital budgeting, long-term financing, cost of capital, and problems in international finance.

#### **H ADM 227 Managerial Accounting**

Spring. 3 credits. Prerequisites: H Adm 121, 175, 226, or equivalents. Required.

T R 2:30-4:25. Faculty.

Focuses on the managerial use of financial accounting information, including the analysis of business operations to gain a perspective on how outsiders evaluate management's performance. Also extracts, develops, and analyzes data to support managerial decision making.

#### **H ADM 322 Investment Management**

Fall or spring. 3 credits. Limited to juniors, seniors, and graduate students. Elective.

M W 2:30-3:45. Faculty.

Covers institutional and analytical aspects of security analysis and investment management: securities markets, sources of investment information, risk-return analysis, bond and stock valuation, behavior of security prices, portfolio analysis, asset allocation, and portfolio management. Covers the capital asset pricing model, generic stock investment strategy, and the screen-to-profile approach and their practical implications for security analysis and investment management. Computer-assisted analysis in which students participate in an investment game. No previous knowledge of computers is required.

#### **H ADM 323 Hospitality Real-Estate Finance**

Spring. 3 credits. Limited to juniors and seniors, no graduate students. Prerequisite: H Adm 325, or equivalent. Elective.

M W 12:20-1:45. J. Eyster.

Focuses on real estate financing for hospitality-oriented projects. Topics include methods of measuring rates of return; feasibility and

appraisal processes; equity and debt financing vehicles to include joint ventures, limited partnerships, construction mortgages, participating, convertible, and seller-financed mortgages; forms of operating agreements to include management contracts, leases, and franchises; workout strategies for distressed properties; trends in international hotel franchising; and ethical issues of real estate development. Presentations of hospitality industry real estate practitioners.

#### **H ADM 324 International Financial Management**

Fall. 3 credits. Prerequisites: H Adm 226, 227, or equivalents, micro and macroeconomics. Elective.

T R 2:30–3:45. D. Ferguson.

Focuses on the international aspects of financial management important to the hospitality industry with the intention of providing an understanding of and confidence in dealing with the economic issues faced by the multinational corporation. Areas covered are the international financial management environment, the management of foreign exchange risk, international asset management, and international sources of funds.

#### **H ADM 325 Hospitality Financial Management**

Fall. 3 credits. Prerequisites: H Adm 121, 226 and 227, or permission of instructor. Required.

T R 8:40–9:55. J. Eyster.

Integrates the areas of financial accounting, managerial accounting, and finance and applies the interpretive and analytical skills of each to hospitality-industry situations. Topics include uniform system of accounts, revenue and expense tracking and internal control, accounting systems, ratio and comparative analysis, cost-volume-profit analysis, pricing, operational budgeting, project capital budgeting, decision-making, equity and debt financing structures, and operating agreement forms. Students analyze hospitality operations and projects and present their findings in management report form.

#### **H ADM 326 Corporate Finance**

Fall. 3 credits. Limited to juniors and seniors. Prerequisite: H Adm 325. Elective.

M W 11:15–1:10. S. Carvell.

In-depth analysis of corporate financial management, including financing alternatives and capital structure decisions, cash management, capital budgeting decisions, risk analysis, and working capital management. Although applicable to all businesses, special attention is placed on issues important to the hospitality industry. Emphasizes analytical methods through case studies and an in-depth semester project.

#### **H ADM 328 Advanced Hospitality Managerial Accounting**

Fall. 3 credits. Prerequisites: H Adm 121, 226, 227, and 325, or equivalent. Elective.

T R 10:10–11:25. D. Ferguson.

Emphasis is on the use of accounting information for managerial planning, control, analysis, and evaluation. Included are the principles of managerial accounting, cost allocation, management control, models for decision making, and the special topics of joint products, transfer pricing, responsibility accounting, and performance measurement. Explores the application of managerial accounting concepts to the hospitality industry. Case studies.

#### **H ADM 421 Internal Control in Hospitality Operations**

Spring. 3 credits. Limited to seniors and second-year graduate students. Prerequisite: H Adm 325, 725, or equivalent. Elective.

T R 9:05. N. Geller.

Hotel and restaurant operations are analyzed from the perspective of preventing fraud and embezzlement. The design and distribution of production, accounting, information systems, and supervisory tasks are studied in a manner that will ensure effective internal control and verifiable audit trails. Case studies.

#### **H ADM 422 Taxation and Management Decisions**

Fall. 3 credits. Limited to 50 juniors, seniors and graduate students. Elective.

W 2:30–4:25. A. Sciarabba.

Introduction to tax advantages and disadvantages of various organizational structures, including corporations, partnerships, and subchapter "S" corporations; financial information reporting to tax authorities and shareholders and how they differ; use of depreciation methods to achieve tax reductions; syndication techniques; and the role tax laws play in promoting private investment and development.

#### **H ADM 523 Financial Management Policy**

Spring. 3 credits. Limited to 30 students; non-hotel students by permission of instructor. Prerequisite: H Adm 326 or 726. Elective.

T R 11:55–1:10. Faculty.

The course will cover numerous policy issues in financial management. Each of these issues will affect the potential profitability and survivability of the firm under conditions of uncertainty. The course will concentrate on nine major policy issues including capital structure, dividend policy, lease vs. buy analysis, and working capital financing.

#### **H ADM 524 Short-Term Asset Management**

Fall. 3 credits. Prerequisite: H Adm 326, 726, or equivalent. Elective.

M W 2:30–3:45. S. Carvell.

Examines why a significant number of hospitality firms either fail or experience suboptimal performance as a direct consequence of their inability to efficiently manage working capital accounts. Topics include collection and disbursement systems, short-term investments, accounts receivable and inventory management, liquidity, cash management, and hedging interest rate and currency exchange risk. Various quantitative techniques are applied to these topics.

#### **H ADM 721 Hospitality Real Estate Finance**

Spring. 3 credits. Limited to graduate students. Prerequisite: H Adm 725, or equivalent. Elective.

M W 12:20–1:45. J. Eyster.

Focuses on real estate financing for hospitality-oriented projects. Topics include methods of measuring rates of return, feasibility and appraisal processes, equity and debt financing vehicles, and forms of operating agreements. Presentations of hospitality industry real estate practitioners will tie course material to current industry practices.

#### **H ADM 724 Analysis and Interpretation of Financial Statements**

Fall. 3 credits. Limited to seniors and M.P.S. students. Elective.

T R 10:10–11:25. Faculty.

Covers the financial accounting issues that are encountered in reporting the results of

operations for corporate enterprises. Accounting principles and future extensions are discussed. Emphasis is on the components of financial statements, how and why they are reported, and their impact on the overall financial position of the firm and its acceptance in capital markets. Emphasis is on both outsiders' views of the company and decision making through interpretation of financial statements.

#### **H ADM 725 Graduate Managerial Accounting in the Hospitality Industry**

Fall. 3 credits. M.P.S. requirement.

M W 12:20–2:15. N. Geller.

Hotel and restaurant accounting systems that provide decision-making information to management are reviewed. Methods of operational analysis for hospitality properties are evaluated and utilized to include ratio, comparative, and cost-volume-profit analyses. Other topics include internal control, operational budgeting, the use of feasibility studies, and executive information needs. Emphasis on student's ability to communicate analytical results through management letters.

#### **H ADM 726 Graduate Corporate Finance**

Spring. 3 credits. Limited to graduate students, non-hotel school students by permission of instructor. Prerequisite: H Adm 725. M.P.S. requirement.

T R 8:40–9:55. A. Arbel.

An introduction to the principles and practices of corporate finance, including the development of theory and its practical application in the hospitality industry. Topics include valuation concepts, risk analysis, capital budgeting, cost of capital, capital structure, dividend policy, long-term financing, working capital, management and financing, and mergers and consolidations. Emphasis on analysis of project debt capacity, bankruptcy, financial restructuring, and recapitalization.

## **FOOD AND BEVERAGE MANAGEMENT COURSES**

#### **H ADM 136 Food and Beverage Management**

Fall or spring. 4 credits. Limited to hotel school students. Required.

M W 1:25–3:20. G. Norkus.

An introduction to the principles of food and beverage management, beginning with an overview of the food service industry at large. Attention is focused on major industry segments, business practices, and trends. Detailed consideration is given to the components of the food service system: marketing, menu planning, logistical support, production, service, controls, and quality assurance. Product and systems differentiation in various industry segments are emphasized.

#### **H ADM 230 Introduction to Culinary Arts**

Fall or spring. 2 credits. Limited to non-hotel school students only. Priority given to seniors and graduate students. S–U grades only. Attendance at first class is mandatory. Absolute drop deadline for fall is September 10; spring drop deadline is February 4. Elective.

T 1:25–5:25; T 6:30–10:30 p.m.; W 6:30–10:30 p.m.; F 1:25–5:25. B. Lang, T. O'Connor, B. Richmond.

Studies of food groups, their respective methods of preparation, cooking, presentation, and holding. Designed for non-hotel students who are interested in learning the professional approach to food preparation and service with hands-on practice. Food product identification, preparation and service methods, and professional language of food and cooking.

**[H ADM 234 Food and Beverage Control**

Fall. 2 credits. Limited to 24 students.

Prerequisite: H Adm 136. Elective. Not offered 1993-94.

R 12:20-2:20. Faculty.

Studies the food and beverage operation from the position of both the food and beverage controller and the food and beverage analyst. Control systems and analytical techniques are studied and applied to operational situations.]

**H ADM 236 Culinary Theory and Practice**

Fall or spring. 4 credits. Prerequisite: H Adm 136. Required.

M F 8:40-9:55. T. O'Connor, B. Richmond, and faculty.

Designed to introduce the student to food and beverage operations through three major components: fundamental food composition and properties, food products and preparation, and food safety and sanitation. Students will prepare recipes, menus, and production schedules and will develop the ability to recognize properly prepared foods through preparing, tasting, and evaluating foods. They also will develop an awareness of potential production problems and how to troubleshoot them.

**H ADM 331 Food Service Distribution Management**

Fall. 3 credits. Limited to 24 juniors, seniors, and graduate students; others by permission of instructor. Elective.

R 1:25-4:25. G. Norkus, E. Merberg.

Designed to acquaint the student with the food service distribution industry. Analyzes the history and origins of food service distribution, the distributor's role in supporting the operations of the restaurant industry, and the specific disciplines of food service distribution.

**H ADM 335 Restaurant Management**

Fall or spring. 4 credits. Limited to 30 hotel school students per lab; others by permission of instructor. Prerequisites: H Adm 136 and 236. Approximate cost of utensils and manual, \$60. Once enrolled, students may not drop the course without permission of instructor. Required.

F 11:15-1:10. C. Muller.

A restaurant-management course in which each student participates as a manager of a full-service restaurant operation. Topics related to the general management of restaurants, including issues in defining a service philosophy, improving profit margins, securing adequate labor supplies, identifying target markets, and planning for organization growth. The laboratory is based on a hands-on managerial component, from which students become familiar with the various requirements for success of each of the line positions in a restaurant.

**[H ADM 336 Principles of Nutrition**

Fall. 3 credits. Prerequisites: H Adm 136 and 236 and corequisite, H Adm 337, or permission of instructor. Field trip, \$40. Elective. Not offered 1993-94.

T R 9:05. Faculty.

Designed especially for students interested in planning menus to meet the nutritional needs of the dining public. Students learn how to market healthful foods and study computer nutrient data bases, nutrition labeling, truth in menus, special diets, fad diets, and the current and future nutritional needs of the population. Discussions include how to counteract the public's misconceptions and myths. Laboratory sessions emphasize creative production of high-quality, nutritious, safe food.]

**H ADM 337 Specialty Foods**

Fall. 4 credits. Limited to juniors, seniors, and graduate students. Prerequisites for hotel students: H Adm 136 and 236. Elective.

T R 10:10-12:05. T. Neuhaus.

An advanced course covering finer points of cooking and baking. A culinary, chemical, and marketing perspective will be taken using principles of organoleptical food evaluation. Topics include flavor marriages, garnishes, unusual vegetables and fruits, marinades, charcuterie, wild game, fermentations, and chocolates.

**H ADM 338 Health and Fitness in the Resort Hotel and Spa Industry**

Fall. 3 credits. Limited to 20 students per section. Field trip, \$40. A previous course in nutrition or food science is helpful but not required. Elective.

M W 9:05. M. Tabacchi.

Especially for students who are interested in the fitness and nutrition trend in restaurants, resorts, and hotels. Nutritious menu design and the design of fitness programs, equipment, and facilities will be emphasized. Topics include personnel required, assessing personal fitness levels, and legal, medical, and managerial implications. Guest speakers from various spas, wellness centers, and fitness centers.

**[H ADM 339 Airline Food Service Management**

Fall. 3 credits. Field trip, \$50. Prerequisites/Corequisites: H Adm 136, 236, or permission of the instructor. Elective. Not offered 1993-94.

M W 2:30-3:45. Faculty.

Airline food service, unique in the food and beverage industry, involves a thorough knowledge of the airline industry and depends on the state of the economy, the financial success of the airline industry, and economies of scale. Students study the planning of airline meals, their production by vendors, their distribution by specialized companies, and their assembly and delivery by caterers. A field trip to an airline's hub city enables students to visit flight kitchens, vendors, airline representatives and distributors. Guest speakers representing various sectors of the industry (airline food and beverage managers, airline marketing personnel, entrepreneurs who provide goods and services, and in-flight catering executives) are included.]

**H ADM 430 Introduction to Wine and Spirits**

Fall or spring. 2 credits. Wine glass kit and course fee, \$20.00. Limited to hotel school juniors, seniors, and graduate students, and seniors and graduate students in all other colleges. Hotel students encouraged to enroll in the fall. All students, except those in the hotel school, must be 21 years old by the first day of university classes. S-U grades only. Elective.

W 2:30-4:25. S. Mutkoski.

An introduction to the major wine-producing regions of the world and what the consumer needs to know to purchase wines, spirits, and beers at retail outlets and in a restaurant setting. Topics include flavor components in wine, pairing wine and food, responsible drinking, selecting quality and value wines, and wine etiquette. Samples from a variety of countries, regions, and vineyards are evaluated.

(Preregistered students who do not attend the first class and fail to notify the course secretary in 274 Statler of their absence before the first class are automatically dropped from the course. The student must then follow the normal drop procedure in his or her school. Because of the high demand for this course and because a product is consumed, the absolute drop deadline for all students is September 10 in the fall and February 4 in the spring.)

**H ADM 431 Seminar in Independent Restaurant Operations Management**

Fall or spring. 3 credits. Five field trips, \$250. Limited to 20 students. Prerequisite: written permission of instructor. Elective.

T 2:30-4:25. T. Kelly.

Designed for students who have a strong interest in food and beverage operations and who may be considering a career as an entrepreneur. Students visit and analyze various independently owned restaurant operations. Analysis covers the restaurant's concept (market), organization, ownership, management, physical structure, staff, front- and back-of-the-house operations, and fiscal integrity. Readings relevant to current topics in the restaurant industry are required. Classes alternate weekly between field trips and seminar/case presentations.

**H ADM 433 Food Service Management in Business, Industry, and Health Care Facilities**

Spring. 3 credits. Field trips, \$100. Limited to 25 students. Prerequisites: H Adm 136 and 236. Elective.

W 10:10; F 10:10-12:05. T. O'Connor.

Designed to explore and analyze food service management in business, industry, and health-care facilities, e.g., office/industrial complexes, educational institutions, contract companies, and hospital and extended-care facilities. Characteristics of food service organization structures, job descriptions, controls, systems design, equipment, and government/legal regulations. Readings, small investigative projects, discussions, local site visits, and one field trip to a metropolitan area.

**H ADM 434 Desserts Merchandising**

Spring. 3 credits. Limited to 30 students with permission of instructor. Prerequisite: H Adm 236. Elective.

R 9:05. T. Neuhaus.

A hands-on course providing exposure to a variety of breads, pastries, cakes, and other desserts. Students develop large-scale production skills, become familiar with bakery utensils, and advertise and sell their products.

**H ADM 435 Selection, Procurement, and Supply Management**

Spring. 3 credits. Prerequisite: H Adm 136 or 731. Elective.

T 10:10-12:05. G. Norkus, R. Spies.

Expands upon the concepts of purchasing and supply management that were developed in H ADM 136 and 731. Designed to expose the

student to two specific areas: the management of the procurement system and the major commodity groups that are germane to the operation of a hotel or foodservice operation. Lectures include discussions on the comparison of the purchasing function in the hospitality industry to other industries, distribution systems, legal and ethical implications in buyer-seller relationships, procurement options, buying strategy development, price protection programs, and other contemporary issues. Students work with the major entree food groups: meats, seafood, and poultry, with emphasis placed on identification, quality and condition, market form, yield tests, and cost analyses.

#### **H ADM 436 Beverage Management**

Fall or spring. 2 credits. Limited to 30 hotel school juniors, seniors, and graduate students. Prerequisite: H Adm 430. Elective.

W 10:10-12:05. S. Mutkoski, A. Nash. Designed for students who intend to pursue food and beverage as a career. Deals specifically with the management of beverage operations. Lectures develop skills in and awareness of dram shop liability; staff training and responsible customer service; beverage pricing; food and wine pairings; wine list development; purchasing, storage, and service; wine regions; cost controls and loss prevention; and creative beverage merchandising. Guest lecturers.

#### **[H ADM 437 Seminar in Cultural Cuisines**

Fall. 3 credits. Limited to 20 students. Prerequisites: H Adm 165 and 236, or permission of instructor. Elective. Not offered 1993-94.

T 2:30-4:25. Faculty. Explores various cuisines in terms of history, lifestyle, and foods peculiar to a culture. Through readings, research, and meal preparation, students explore various cuisines in depth. The goal of the course is to develop an awareness of several international cuisines, enabling students to make comparisons and draw relationships among the foodways of different cultures. Students prepare research reports and oral presentations, and design menus and orchestrate their preparation.]

#### **H ADM 438 Catering Management**

Fall. 2 credits. Limited to 20 students. Prerequisite: H Adm 335, 732, or permission of instructor. Elective.

T 12:20-2:15. R. Spies. Examines on- and off-premise catering for business and social functions, as well as sports events and office catering. Topics include the organizational structure of catering operations; legal aspects of catering businesses; menu design for special functions and its operational implications; marketing from a caterer's perspective; function planning and management; staff recruitment, training, and supervision; and post-event analysis.

#### **H ADM 439 Wine in Culture and History**

Fall or spring. 2 credits. Limited to 200 students.

M 2:30-4:25. A. Nash. Designed to provide students with a cultural and historical perspective on wine and its place in society. Topics include history, people, culture, production of wine in specific wine-producing regions of the world, current wine and health issues, wine and food pairing, cooking with wine, and retail wine buying strategies.

#### **H ADM 531 Reviewing the Restaurant: The Consumer's View of the Dining Experience**

Spring. 3 credits. Field trip \$200. Limited to 20 students. Prerequisites: H Adm 165 and 335, or permission of the instructors. Elective.

M 12:20-2:15. T. Kelly, J. Lumley. Trains the student to perform a comprehensive analysis of the restaurant dining experience. The role of the restaurant critic/reviewer will be discussed in depth. The student will examine and enhance his or her critical writing skills, as the course will require each student to complete approximately ten restaurant reviews.

#### **H ADM 532 Seminar in Chain-Restaurant Operations**

Fall. 3 credits. Prerequisite: H Adm 136, or permission of instructor. Elective.

T R 10:10-11:40. C. Muller. Chain-affiliated restaurants account for an ever-increasing market share of all food service dollars. The growth of multi-unit chain operations brings out unique challenges, opportunities, and strategic orientations for restaurant management. This course will identify these present issues, the historical factors that have led to them, and the pending economic and organizational questions facing the chain restaurant segment. Case study analyses, company research, and a term project.

#### **H ADM 533 Current Issues in Food Safety and Sanitation**

Spring. 2 credits. Elective.

W 12:20-2:15. B. Richmond. A study of current issues in food safety and sanitation procedures and regulations that affect managerial decisions in food service and hospitality operations. Topics include risk assessment and hazard analysis; legal responsibilities related to food, food handlers, equipment and facilities; food-borne illness and other public-health concerns; and certification and training. Preparation for NIFL/NRA certification and the Food Protection (ETS) certification exam (optional) is offered.

#### **H ADM 534 Specialty Food and Beverage Operations: Guest Chefs**

Spring. 3 credits. Limited to 20 students. Prerequisite: H Adm 335 or 732. Elective.

T 2:30-5:30. B. Halloran, B. Lang. Designed for students with a strong food and beverage orientation, especially students considering careers in the hotel food and beverage environment, or those who anticipate interacting with current culinary trends. Working in groups, students market, organize, plan, produce, serve, and prepare the financial analysis and accounting relative to four guest chef specialty production nights for the Cornell community, utilizing the Statler Hotel facility. Final project.

#### **H ADM 536 Contemporary Health Foods: A Food Service Practicum in Spa-Style Cuisine**

Fall. 3 credits. Limited to 20 seniors and graduate students, or by permission of instructors. Elective.

W 12:20. B. Halloran, M. Tabacchi. Builds an awareness and understanding of today's health-conscious food service consumer. Topics include marketing, menu design and implementation, and hands-on experience in carrying out a nutritionally aware or "spa-designed" food concept.

#### **H ADM 538 Gastronomy: Wine and Food Pairing Principles and Promotion**

Fall. 2 credits. Limited to 20 seniors and graduate students. Prerequisite: H Adm 436. Elective.

M 1:25-3:20. B. Lang. Focuses on the pairing and creative marketing of wine and food. Students study and taste regional, varietal wines with various foods to understand wine and food pairing. Topics include wine and social issues, wine list development, special event promotion, on-premise merchandising, and training of staff. Wine and food tastings presented to industry guests.

#### **H ADM 731 Graduate Food and Beverage Management**

Fall. 3 credits. Limited to hotel school graduate students. M.P.S. requirement.

T R 10:10-11:25. T. Kelly. Focuses on the technical, managerial, and human-resources skills needed to be successful in food service management. Topics include market analysis, concept development, menu planning, operations management, and marketing.

#### **H ADM 732 Graduate Restaurant Management**

Fall or spring. 3 credits. Limited to 30 students. Prerequisite: H Adm 731. M.P.S. requirement.

T 2:30-4:25. Production Lab: 2:30-closing (F, fall; R, spring). R. Spies (fall), M. Tabacchi (spring).

A food and beverage management course in which the class operates a Statler restaurant. The production lab allows students to rotate through the various line positions of a restaurant operation. In turn, each student serves as the manager with responsibilities for menu planning, marketing, pricing, scheduling, guest relations, and profitability. In-depth analysis of the operation and discussion of restaurant issues.

## MARKETING AND TOURISM

#### **H ADM 242 Marketing Principles**

Fall or spring. Variable, 3 or 4 credits. Limited to non-hotel school students. Not offered spring 1994.

T R 2:30-3:45. R. Bell. An introductory course providing a basic understanding of consumer purchase decision making, product planning, distribution, promotion, and pricing. Companies and their current marketing strategies will be examined to better understand these fundamental tenets of marketing and how they contribute to the crucial process of strategic planning. Students taking the course for four credits will participate in the lecture and separate section.

#### **H ADM 243 Principles of Marketing**

Fall or spring. 3 credits. Not open to freshmen. Required.

T R 10:10-11:25. L. Renaghan. Provides an overview of the discipline of marketing as it applies to the hospitality industry. Topics include understanding how a marketing strategy is devised, especially the interrelationship of company objectives, internal resources, the external operating environment, and how the special nature of services affects the development of marketing strategies in the hospitality industry.



**H ADM 244 Tourism I**

Fall. 3 credits. Not open to freshmen. Elective.

T R 10:10–11:25. M. Noden.

An introductory course in the study of tourism. The origins and evolution of contemporary tourism are examined. Students are familiarized with the various supply components of the tourism industrial base and their integration on an international scale. The effects of mass-volume tourist demand on destination development are explored through the use of selected limited case studies. Guest lectures highlight the economic operations and effects of tourism in both the public and private sectors.

**H ADM 245 The Basics of Hotel Sales**

Spring. 3 credits. Field trip, \$50. Limited to 30 students. Prerequisite: H Adm 242/243, 741, or equivalent. Elective.

F 1:25–5. R. Bell.

Emphasis on skills and knowledge leading to an understanding of the role of successful property level sales person. Topics include roles of types of sales positions at the hotel level, tools necessary to make it up the ladder, operation of a hotel sales function, and differing buying strategies of market segments.

**[H ADM 349 Seminar in Selected Cases in Hospitality Marketing]**

Spring. 3 credits. Limited to seniors, or permission of instructor. Prerequisite: A principles of marketing course. Elective. Not offered 1993–94.

T R 11:55–1:10. Faculty.

An integrative course that provides senior marketing students and others an opportunity to translate concepts learned from a variety of marketing courses into sound management decisions.]

**H ADM 444 Tourism II**

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Prerequisites: H Adm 243 and 244, or equivalents, or written permission of instructor. Elective.

T R 11:55–1:10. Faculty.

An advanced course in the study of tourism. Emphasis is placed on the development of the tourism industrial base and development and financing of superstructure and infrastructure. Econometric model development for demand predictions are examined and analyzed. Students are expected to engage in a wide range of discussion and analysis of the effects of tourism on various environments in social and economic terms. Case studies, occasional guest lectures.

**H ADM 449 International Marketing**

Spring. 3 credits. Limited to 25 students. Prerequisites: Micro and macroeconomics. Elective.

T R 2:30–3:45. W. Kaven.

Develops students' understanding of international marketing with emphasis on hospitality-industry applications. Focuses on the similarities and differences that exist between domestic and international marketing and the conduct of international marketing in various segments of the world.

**H ADM 542 Marketing Communications**

Spring. 3 credits. Limited to seniors and graduate students. Prerequisite: a previous marketing course. Elective.

M 1:25–4; W 1:25. C. Dev.

Provides students with a managerial understanding of the effective use of a variety of marketing communication media, including

advertising, sales promotion, public relations, direct marketing and out-of-home. Hospitality industry emphasized.

**H ADM 543 Marketing Research**

Spring. 3 credits. Limited to hotel school seniors and graduate students. Prerequisites: a previous marketing course and 3 credits of statistics or H Adm 175 or H Adm 775. Elective.

M W 10:10–11:25. M. Morgan.

Introduces students to the use of marketing research methods in gathering and analyzing the information needed to make marketing management decisions. Examples and exercises will focus primarily on service industries.

**H ADM 544 Services Marketing**

Fall or spring. 3 credits. Limited to seniors and second-year graduate students. Prerequisite: a previous marketing course or permission of instructor. Elective.

M W 11:55–1:10. L. Renaghan.

Students preparing for ownership or management positions will develop an understanding of services marketing principles applicable across entire service sector. Topics include marketing strategies of service firms, new marketing approaches, and the reformulation of traditional marketing principles from consumers and industrial goods marketing. Case studies, guest speakers. Emphasis on hospitality industry in fall.

**H ADM 546 Marketing Planning for Hotels**

Fall. 3 credits. Prerequisite: H Adm 243, 741, or equivalent. Elective.

T R 11:55–1:10. R. Bell.

Key variables in property level management and their proper application in developing a marketing plan, e.g., marketing intelligence, demand analysis, supply and competitor analysis, segment analysis, resource allocation, sales strategies and measurement of results. Upon completion of the course, the student should be able to design, develop, and implement a comprehensive, targeted, and action-oriented marketing plan for a lodging property.

**H ADM 547 Consumer Behavior**

Fall. 3 credits. Limited to seniors and graduate students. Prerequisite: a principles of marketing or marketing management course. Elective.

M W 10:10–11:25. M. Morgan.

Introduces students to ways in which concepts from cognitive and behavioral psychology and sociology are used in developing marketing strategy. Examples and exercises will focus primarily on service industries.

**H ADM 641 Marketing Decision Models**

Spring. 3 credits. Limited to seniors and graduate students. Prerequisite: a principles of marketing course and either a 3-hour statistics course or H Adm 175 or 775.

M W F 10:10. M. Morgan.

Introduces students to the use of computer-based models and statistical data analysis in making hospitality marketing management decisions. Computerized exercises in lodging product design, site selection, market segmentation, restaurant sales forecasting, and predicting vacation travel destination choice.

**H ADM 741 Graduate Marketing Management**

Fall. 3 credits. Limited to first-year hotel school M.P.S. students. M.P.S. requirement.

T R 2:30–3:45. C. Dev.

The management of the marketing function in firms operating in the hospitality industry. The emphasis is on developing students' organizational, analytical, and decision-making capabilities through involvement in case experiences. No prior marketing knowledge is assumed.

**H ADM 742 Strategic Marketing**

Spring. 3 credits. Limited to graduate students. Prerequisite: a previous marketing course and permission of instructor. Elective.

W 7:30–10:15 p.m. C. Dev.

Corporate marketing concepts and principles. Topics include evaluating business trends, SWOT analysis, segmentation, positioning, competitive advantage and life cycle, strategic alliances, global marketing strategies, and marketing strategies related to products and services, pricing, communication, and distribution. Emphasizes state-of-the-art strategic marketing issues and applications through class discussion and interaction with guest speakers.

PROPERTIES MANAGEMENT COURSES

**H ADM 255 Hotel Development and Planning**

Spring. 3 credits. Limited to sophomores, juniors, and seniors. Required.

M W F 10:10. R. Penner.

An introduction and management overview of the problems and opportunities inherent in the development and planning of hospitality facilities. Topics include the project development sequence; conceptual and space planning; architectural design, engineering, and construction criteria; and the interpretation of architectural and consultant drawings. Emphasis is on setting appropriate facilities requirements, understanding industry practice, and implementing properties decisions within a balanced design, operations, and financial framework.

**H ADM 350 Real Estate Management**

Fall. 3 credits. Elective.

M 1:25–4:30. D. Whitehead.

Designed for students interested in the management of residential and commercial real estate. Overview of real estate economics, the relevant law, and different aspects of property management including leases and management contracts, accounting and finance, staffing, and building operations. Examples from several types of properties.

**H ADM 351 Hospitality Facilities Design**

Fall. 3 credits. Prerequisite: H Adm 255 or 751 or permission of instructor. Elective.

F 12:20. R. Penner.

A lecture-studio course dealing with property development, planning, and design by focusing on the interpretation and analysis of restaurant and hotel plans. Students learn basic graphic techniques and apply them to planning problems for hospitality facilities. Final project.

**H ADM 352 Hotel Planning and Interior Design**

Spring. 3 credits. Field trip, \$200; drawing supplies, \$75. Limited to 20 students.

Prerequisite: H Adm 351. Elective.

F 1:25. R. Penner.

A project course concerned with hotel planning, interior design, and renovation.

Students establish the operator's criteria for the renovation of hotel guestrooms and public areas, prepare budgets, and develop preliminary conceptual designs leading to a substantial graphic presentation. Drawing ability is essential.

#### **H ADM 353 Food Service Facilities Design**

Spring. 3 credits. Limited to 15 students. Prerequisites: H Adm 351 and 335 (coregistration is acceptable). Elective.

M W 1:25. Faculty.

An introduction to the basic concepts of food service facilities design and planning. Students will determine space allocations for kitchens and their support areas; develop basic production work flow in the preparation and service areas; and select equipment utilizing standards for production capability, quality of construction, and ease of maintenance. Students will use studio time for planning, designing, and writing specifications for a medium-size restaurant kitchen.

#### **H ADM 354 Computer-Aided Design**

Fall or spring. 2 credits. Limited to 18 students per lecture. Prerequisite: H Adm 351 or equivalent studio experience. Elective.

T 11:15-1:10; W 11:15-1:10. J. deRoos.

The operation of microcomputer-based computer-aided design (CAD) systems. Using AutoCAD on the IBM PC, the course presents an organized and logical sequence of commands, mode settings, drawing aids, and other characteristics of CAD. Students will learn the program in the school's computer center and will develop a complete graphic presentation.

#### **H ADM 355 Hospitality Facilities Operations**

Fall. 3 credits. Prerequisite: H Adm 255. Required.

M W F 10:10. D. Stipanuk.

An overview of the operation of hospitality facilities, including operating costs for various types of facilities, types and characteristics of major building systems, and the responsibilities of the engineering-maintenance departments. The renovation needs of hospitality facilities are examined and key managerial aspects of renovations considered.

#### **H ADM 356 Hospitality Risk Management**

Spring. 3 credits. Limited to 30 hotel school juniors, seniors, and graduate students. Elective.

T R 8:40-9:55. D. Stipanuk.

Risk management within the hospitality environment as applied to issues of control and risk financing. Issues in fire protection, customer and workplace safety, OSHA and Right-to-Know requirements, and customer and corporate security are analyzed. Basic elements of insurance and crisis management are discussed.

#### **H ADM 357 Insurance and Risk Management**

Fall or spring. 3 credits. Limited to 75 non-hotel school students per lecture. Prerequisite: an introductory accounting or business course. Elective.

M 7:30-10 pm; W 7:30-10 pm. J. Ferris.

A comprehensive look at risk management within a general business or institutional environment. Reviews insurance and non-insurance solutions to controlling loss, the general legal environment within which risk management processes work, and the

integration of crisis management into the overall corporate risk management plan.

#### **H ADM 450 Principles of Real Estate**

Fall. 3 credits. Limited to juniors and seniors (graduate students must enroll in H Adm 651). Elective.

T R 2:30-3:45. J. Corgel.

Approaches real estate from four perspectives: legal, economic, financial, and business. Understanding these perspectives will enable students to make better investment and financing decisions, to use real estate resources wisely, to understand public-policy issues, and to be prepared for additional courses in real estate investment, finance, and development.

#### **H ADM 455 Special Topics in Properties Management**

Spring. Variable, to 3 credits. Limited to juniors, seniors and graduate students. Elective.

Hours to be arranged. Faculty.

The theme and instructor of the "special topics" course will change each year on the basis of current trends, student interest, and faculty expertise. See the school registrar or properties area coordinator for details about the current topics.

#### **H ADM 456 Hospitality Facilities Management**

Spring. 3 credits. Prerequisite: H Adm 355, 751, or permission of the instructor. Elective.

T R 11:55-1:10. D. Stipanuk.

Examines building engineering systems and the management of physical facilities in the hospitality industry, including the organization of the maintenance and engineering functions. Includes visits to other campus buildings to survey their engineering systems.

#### **H ADM 457 Advanced Development and Construction**

Fall. 3 credits. Limited to seniors and graduate students. Elective.

M W 2:30-3:45. D. Stipanuk.

Focuses on the management structure and systems, laws, regulations, and industry practices that most influence the successful development of commercial and residential real estate, including lodging and eating facilities. Topics include scheduling, budgeting, managing other professionals, and analysis of alternative materials and methods. Guest speakers, case studies, and group project.

#### **H ADM 458 Hospitality Real Estate**

Spring. 3 credits. Prerequisite: H Adm 323, 450, or permission of instructor. Elective.

T R 10:10-11:25. J. deRoos.

Expands the student's understanding of the role of real estate in individual hospitality businesses and corporations. Designed for those who plan careers in the hospitality industry. Specific objectives are to develop an appreciation of real estate as a factor in the production of income of hospitality businesses; to develop an appreciation of real estate as an asset that can be managed, sold, and otherwise used to increase the wealth of hospitality corporation shareholders; and to understand the importance of valuing real estate, gain working knowledge of valuation approaches, and be aware of contemporary hospitality valuation issues.

#### **H ADM 651 Principles of Real Estate**

Fall. 3 credits. Limited to graduate students. Elective.

T R 2:30-3:45. J. Corgel.

This survey course approaches real estate from four perspectives: legal, economic, financial, and business. Understanding these perspectives will enable students to make better investment and financing decisions, use real estate resources wisely, understand public policy issues, and be prepared for additional courses in real estate investment, finance, and development.

This graduate section includes the H Adm 450 lectures, plus an hour-long recitation each week which features guest speakers from industry, faculty from other colleges, and case studies. Comprehensive term project.

#### **H ADM 658 Advanced Real Estate**

Spring. 3 credits. Prerequisite: H Adm 323, 450 or 651. Elective.

T R 2:30-3:45. J. Corgel.

Promotes sound real estate investment and finance decision making through the use of advanced theory and techniques in financial economics. Real estate investment decisions are made through applications of the after-tax discounted cash flow model which incorporates prevailing domestic and international economic conditions in real estate markets, tax rules, and government regulations. Financing decisions are made using the techniques of modern financial analysis. A wide array of financing options is considered including convertible, participating, and accrual mortgages. All types of residential and non-residential real estate are analyzed; however, special emphasis is placed on the analysis of hospitality properties.

#### **H ADM 751 Project Development and Construction**

Fall. 3 credits. M.P.S. requirement.

W F 8:40-9:55. R. Penner.

The major elements of the project-development, hotel-planning, and construction process. Topics include the role of the development team, feasibility studies, functional planning and design, architectural and engineering criteria, construction contracts, project scheduling, interpretation of architectural drawings, and building construction management. Student groups will prepare the program documentation for a new hotel in conjunction with other M.P.S. courses. Non-hotel school students should enroll in H Adm 457.

## COMMUNICATION COURSES

#### **H ADM 165 Managerial Communication: Writing Principles and Process**

Fall or spring. 3 credits. Each lecture limited to 18 students. Note: Students required to take this course generally may not delay it. If extenuating circumstances exist, student must petition to drop the course by the end of the first week of classes. Required.

Lec 1, M W F 9:05; lec 2, M W F 9:05; lec 3, M W F 10:10; lec 4, M W F 11:15; lec 5, M W F 2:30; lec 6, T R 8:25-9:55; lec 7 T R 8:25-9:55. E. Huettman, D. Jameson, N. Katz, J. Lumley, and C. Snow.

An introduction to written communication within a business context. Students learn how to conceive, plan, and develop those written materials that provide much of the information that people in business need to form judgments and make decisions. Focusing on the specific principles, needs, and responsibilities of business communication, the course

introduces students to the writing process: analyzing, organizing, using research sources, developing substance, and writing in a clear, precise style. Students write a variety of reports requiring different analytical approaches.

**H ADM 266 Intermediate French: Le Français de l'Hotellerie et du Tourisme**

Spring. 3 credits. Limited to 15 students. Prerequisite: French 123 or equivalent (CPT 560 or above), or permission of instructor. Elective.

M W F 12:20; one hour to be arranged.

A. Grandjean-Levy.

Offers continuing study of the French language with specific emphasis on the hospitality industry. Material presented considers cultural, geographic, economic, historical, political, and social contexts within which the business functions. The course is conducted in French, emphasizing a conversational approach. Specialized situations and vocabulary are used in building general competence in practical usage. Students with special interest in the hospitality industry will be given priority for admission.

**H ADM 364 Advanced Business Writing**  
Fall or spring. 3 credits. Limited to 20 juniors, seniors, or graduate students, or written permission of instructor. Prerequisite for undergraduates: H Adm 165 (for hotel school students) or completion of student's freshman writing requirement. Elective.

W 12:20-2:15. S. Kiner.

Focuses on the written communications that require special persuasiveness and control of tone. Writing assignments will give students a chance to apply the theories of communication, semantics, and human relations covered in the course. The kinds of communications that will be analyzed, evaluated, and written include persuasive messages to subordinates and superiors in an organization; sales letters and other promotion materials; and negative messages such as refusals, rejections, and responses to complaints. A major topic is the planning and executing of a job-hunting campaign, for which students prepare résumés, letters of application, and follow-up messages adapted to their individual needs.

**H ADM 365 Managerial Communication: Principles and Practices**

Fall or spring. 3 credits. Limited to 24 juniors and seniors per lecture, or written permission of instructor. Note: Students required to take this course generally may not drop it. If extenuating circumstances exist, student must petition to drop the course by the end of the first week of classes. Prerequisites: Hotel undergraduates must have completed H Adm 165 and H Adm 212. Required.

Lec 1, T R 10:10-11:40; lec 2, T R 10:10-11:40; lec 3, T R 12:20-1:50; lec 4, T R 2:30-4. E. Huettman, S. Kiner, and B. Stevens.

A broad study of communication in a management context. Emphasizes the significant role of communication in developing work relationships that enable managers to achieve their goals. It presents the theories and principles of communication that underlie effective performance. Students increase their individual communication abilities by applying these concepts in a variety of managerial contexts, including interacting one-to-one, working in groups, and formally developing and presenting ideas to larger audiences.

**H ADM 562.01 Special Topic: Communication and the Multicultural Organization**

Fall and spring. 3 credits. Elective.

T R 12:20-1:50. D. Jameson (fall), E. Huettman (spring).

Influence of culture, perception, and gender on communication in multicultural organizations, including international and domestic businesses with diverse work forces. Focus is on human interaction at work. Special emphasis on hospitality industry. Topics include values and beliefs, how race and gender affect language use, cultural differences in nonverbal communication, ethnocentrism and stereotyping, intercultural sensitivity and adjustment, cultural variables, persuasion, and ethics of communication in international business.

**H ADM 562.02 Special Topic: Persuasive Communication in Organizations**

Fall. 3 credits. Limited to 18 students.

Prerequisites: H Adm 165 and 365 for hotel school undergraduates, or permission of instructor. Elective.

T R 10:10-11:40. D. Jameson.

Prepares students to communicate effectively in a variety of persuasive speaking contexts. Principles of persuasion will be thoroughly examined as they apply to managerial communication tasks. Emphasis on persuasive speaking; also relationship between written and oral communication. Studies the principles of persuasion, analyzes case studies in the hospitality industry, and applies persuasive strategies in simulated workplace settings.

**H ADM 761 Organizational Communication for Managers**

Spring. 3 credits. Elective.

T R 8:40-9:55. Faculty.

Focuses on the complex interactions that occur when people communicate in organizations. Structured around communication tasks managers must accomplish to be effective on the job. Topics include political, ethical, and psychological dimensions of business communication. Emphasis is on design of effective communication strategies. Applications and experiential exercises.

## OPERATIONS MANAGEMENT, INFORMATION TECHNOLOGY COURSES

**H ADM 170 Keyboarding on the Macintosh**

Spring. 2 credits. Elective. (Formerly H Adm 171.)

M W F 12:20. B. David.

An introduction to the computer and a beginning course in alphabetic and numeric keyboarding. Students learn word-processing skills during the second half of the course.

**H ADM 174 Microcomputing**

Fall. 3 credits. Limited to hotel school freshmen; maximum of 30 students per lecture. Spring and summer. 3 credits. Open enrollment. Required.

Lec 1, M W F 9:05; lec 2, M W F 10:10; lec 3, M W F 11:15; lec 4, M W F 12:20; lec 5, M W R 1:25; lec 6, M W R 2:30. R. Alvarez, B. David, R. Moore.

An introduction to microcomputing to develop functional computer fluency. Students develop skills in four generic areas: text,

graphics, spreadsheet, and list processing. The course is entirely lab-oriented and students work on Macintosh personal computers.

**H ADM 175 Quantitative Methods**

Fall or spring. 3 credits. Hotel school transfers must take in the fall, Hotel freshmen in the spring. Prerequisite: H Adm 174. Required. (Formerly H Adm 191.)

T R 12:20. Faculty (fall), S. Kimes (spring).

An introduction to statistical and operations research methods appropriate to the hospitality industry. Topics include descriptive statistics, probability, correlation and regression, forecasting, and queuing. Emphasis is on practical applications of the techniques to hospitality related problems.

**H ADM 374 End-User Business Computing Tools**

Fall or spring. 3 credits. Limited to 20 students. Elective.

M W F 10:10. R. Alvarez.

Explores the personal computer as a managerial tool for the hospitality industry. Concepts of modeling, database, and end-user computing are covered. Students learn to use specific software applications programs to solve original problems. All work is done on the IBM PS2.

**H ADM 375 Hotel Computing Applications**

Spring. 3 credits. Limited to 20 students. Prerequisite: H Adm 174. Elective.

T R 11:15. R. Moore.

An introduction to transaction processing systems as they currently are used in the hospitality industry. Specific topics include property management systems, reservation systems, communication networks, database structures, point-of-sale systems, methods of system selection, and cost justification. Laboratories provide hands-on experience with systems widely used in the hospitality industry and help to develop IBM PC/DOS skills.

**H ADM 474 Corporate Information Systems Management**

Spring. 3 credits. Limited to juniors, seniors, and graduate students who have not taken H Adm 774.

M W 10:10-11:25. R. Alvarez.

Explores ten key issues in information technology management through use of case studies of companies with relevant experience with the issues. A basic understanding of information technology, organizational behavior, and general management is advised.

**[H ADM 571 Analysis and Design of Information Systems**

Fall. 3 credits. Elective. Not offered 1993-94.

R. Alvarez.

Introductory systems analysis and design course. Presents an overview of information systems and the system development life cycle for the systems analyst. Emphasis is on tools and techniques to analyze and document information systems. Topics include data flows and structures, process flows, database designs, input and output designs, and program specifications.]

**H ADM 572 Executive Information Systems**

Fall. 3 credits. Limited to juniors, seniors, and graduate students. Prerequisite: H Adm 174. Elective.

M W 11:15-12:05. R. Moore.

Students learn to use tools to integrate data from hotel transaction processing systems and build models that form the basis of decision support systems and executive information systems. Local area networks, E-mail systems, database and presentation software are introduced. Software applications are used to access networks, query distributed databases, and build numerical and graphical models. All work is on IBM PS/2's using Excel, Paradox, Forest & Trees, and Pilot software.

**H ADM 573 Operations Management in the Hospitality Industry**

Fall. 3 credits. Prerequisite: H Adm 175 or equivalent. Elective. (Formerly H Adm 591.)  
M W 10:10-11:25. S. Kimes.

An introduction to the area of operations management and its application to the hospitality industry. Service design, process design, layout analysis, overbooking, yield management, work sampling, and quality management will be studied through lecture, discussion, cases, and projects. Intended for undergraduate students.

**H ADM 574 Service Operations Management**

Fall. 3 credits. Limited to 25 graduate students. Prerequisite: H Adm 775 or equivalent. Elective. (Formerly H Adm 592.)  
M W 2:30-3:45. S. Kimes.

The objective of this course is to improve the understanding of the operations function of service organizations. The course focuses on the role and nature of service operations, the relationship of operations to other business functions, and develops skills and provides techniques for the effective management of service operations. Topics include service design, bottleneck and layout analysis, capacity management, work force management, and quality management. Intended for graduate students interested in services management.

**H ADM 774 Information Technology for Hospitality Managers**

Spring. 3 credits. M.P.S. Requirement.  
M W F 10:10. R. Moore.

The physical and technical computing environments in a multi-unit hospitality corporation. Information systems are viewed from various perspectives, i.e., as data-processing systems, management information systems, and decision support systems. The role of information systems in a strategic planning framework is explored. Organizational and infrastructural issues that enhance or detract from system success are explained. Laboratories provide experience with end user computing skills.

**H ADM 775 Graduate Quantitative Methods**

Spring. 3 credits. M.P.S. requirement. (Formerly H Adm 791.)  
T R 10:10-11:25. S. Kimes.

An introduction to management-science models and statistical techniques applicable to the hospitality industry. The application of specific quantitative methods to decision making in the hospitality industry. Topics include forecasting, decision analysis, linear programming, probability, and queuing. Computer software packages will be used to facilitate the decision-making process.

## LAW COURSES

**H ADM 385 Business Law I**

Spring. 3 credits. Limited to juniors, seniors, and graduate students outside the hotel school, and hotel students by permission of the instructor. Elective.

M W 11:15. J. Sherry.

Designed to enable students to acquire a basic understanding of law and legal relationships in a business context. Variety of topics aid in making decisions as an executive with managerial responsibilities.

**H ADM 387 Business and Hospitality Law**

Fall or spring. 3 credits. Limited to juniors, seniors, and graduate students. Required.

M W 9:05. J. Sherry.

An integrated, chronological presentation of contract, agency, and tort concepts as they apply to the legal aspects of hospitality management. Appropriate federal, state, and local cases, statutes, and other materials are examined. The overall objective is to recognize, analyze, and evaluate legal issues for the purpose of making and articulating appropriate decisions.

**H ADM 487 Real Estate Law**

Fall and summer. 3 credits. Recommended: completion of H Adm 387 or equivalent. Elective.

M W 2:30-3:45. J. Sherry.

Familiarizes students with the nature and ownership of real estate. Describes interests in real estate and how title is transferred. Acquaints students with legal aspects of marketing residential and commercial real estate, including shopping center and commercial leases, real estate syndication, and subdividing real estate for development.

**H ADM 781 The Interplay of Law and Ethics in Service Industry Management**

Spring. 3 credits. Limited to 50 hotel graduate students; seniors and other graduate students by permission of instructor. Prerequisites: completion of all required hotel school M.P.S. core courses, or permission of instructor.

M 11:15; F 11:15-1:10. J. Sherry.

Involves students in ethical aspects of traditional law problems confronting service industry managers and executives within the areas of commerce, consumerism, administrative law and practice, regulation of anti-competitive marketing activities, and federal securities regulation. The impact of the corporation on traditional notions of personal social responsibility will be stressed.

## OTHER COURSES

**H ADM 490 Housing and Feeding the Homeless**

Fall and spring. Variable to 4 credits. Limited to 21 students. Prerequisites: H Adm 303 and 325, or permission of instructor. Elective.

T R 11:55-1:10. J. Eyster, A. Hales.

Explores the public and private sector partnership in addressing the crisis of homelessness. Through lectures, class discussions, research, volunteerism, and a field placement practicum, students will explore the economic, social, and political issues of our country's growing concern with housing and feeding homeless people. Students will study the history of

homelessness and the strategies to prevent and alleviate the problem. The components of successful housing programs and food assistance programs will be analyzed.

Students taking the course for four credit hours will, in small groups, work with agencies providing services to homeless persons. They will analyze the agency's mission, its opportunities and constraints, identify a specific managerial challenge, and formulate an approach and solution to that challenge. This fieldwork will require approximately eight days during the semester.

Students taking the course for three credit hours will research and write a term paper about some aspect of homelessness and volunteer with a service agency twelve hours during the semester.

**H ADM 492 Current Topics Seminar**

Fall. 3 credits. Limited to 20 students. Elective.

T R 11:55-1:10. J. Clark.

A seminar approach to discuss readings and case studies selected to illustrate current challenges and future trends such as globalization, consolidation, etc. in the hospitality industry. Futuristic view from a multi-unit corporate perspective. Analysis of companies, case studies, and guest lectures. Student teams will research new topics and make presentations and final reports.

**H ADM 599 Development and Management of Wellness in Business Organizations**

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Field trip, \$25-50. Elective.

T R 8:40-9:55. M. Tabacchi.

Designed to encourage future business leaders to develop and work with a healthy work force. The effect of an unhealthy work force on productivity and profitability will be studied. Business practices, corporate policies, personnel policies, and stressors in the workplace are discussed.

## INDEPENDENT RESEARCH COURSES

**H ADM 600-690 Undergraduate Independent Study**

Fall or spring. Variable credit. Prerequisite: written permission. May be conducted in any academic area of the school under the direction of a faculty member. Credit generally is in free electives and may not count toward the concentration except by petition. Credit may not be earned when equivalent material is offered in a regular course nor for teaching assistantships. The usual add/drop procedures apply. Applications available in Student Services Office. Elective.

**H ADM 600 Undergraduate Independent Study in Management Operations**

**H ADM 601 Management Intern Program I—Operations**

6 credits.

**H ADM 602 Management Intern Program II—Academic**

6 credits.

**H ADM 603 Hotel Ezra Cornell**



**H ADM 610 Undergraduate Independent Study in Human Resources Management**

**H ADM 620 Undergraduate Independent Study in Financial Management**

**H ADM 630 Undergraduate Independent Study in Food and Beverage Management**

**H ADM 640 Undergraduate Independent Study in Marketing and Tourism**

**H ADM 650 Undergraduate Independent Study in Properties Management**

**H ADM 660 Undergraduate Independent Study in Communication**

**H ADM 670 Undergraduate Independent Study in Operations Management and Information Technology**

**H ADM 680 Undergraduate Independent Study in Law**

**H ADM 700-900 Graduate Independent Research**

Fall or spring. Variable credit. Limited to graduate students. Prerequisite: written permission of instructor. Students should obtain a permission form from the hotel school's graduate office.

As appropriate, graduate students enroll in these courses for thesis or monograph research or for other independent directed study. Students must have in mind a project and obtain agreement from a faculty member to oversee and direct the study.

**H ADM 700 Graduate Independent Research in Management Operations**

**H ADM 710 Graduate Independent Research in Human Resources Management**

**H ADM 720 Graduate Independent Research in Financial Management**

**H ADM 730 Graduate Independent Research in Food and Beverage Management**

**H ADM 740 Graduate Independent Research in Marketing and Tourism**

**H ADM 750 Graduate Independent Research in Properties Management**

**H ADM 760 Graduate Independent Research in Communication**

**H ADM 770 Graduate Independent Research in Operations Management and Information Technology**

**H ADM 780 Graduate Independent Research in Law**

**H ADM 802 Master of Science Thesis Research**

**H ADM 803 Graduate Teaching Internship**

**H ADM 805 M.P.S. Monograph I**

**H ADM 806 M.P.S. Monograph II**

**H ADM 900 Doctoral Thesis Research**

## FACULTY ROSTER

### Professorial

Arbel, Avner, Ph.D., New York U. Prof.  
 Bell, Russell A., Ph.D., Kansas State U. Assoc. Prof.  
 Berger, Florence, Ph.D., Cornell U. Prof.  
 Brownell, Judith, Ph.D., Syracuse U. Assoc. Prof.  
 Carvell, Steven A., Ph.D., SUNY Binghamton. Assoc. Prof.  
 Chase, Robert M., M.B.A., Cornell U. Prof.  
 Clark, John J., Jr., Ph.D., Cornell U. Prof.  
 Corgel, John B., Ph.D., U. of Georgia. Assoc. Prof.  
 Cullen, Thomas, Ph.D., Cornell U. Assoc. Prof.  
 Dev, Chekitan S., Ph.D., Virginia Polytechnic. Asst. Prof.  
 Dittman, David A., Ph.D., Ohio State U. Dean and E. M. Statler, Professor.  
 Dunn, David C., Ph.D., Cornell U. Assoc. Prof.  
 Enz, Cathy A., Ph.D., Ohio State U. Assoc. Prof.  
 Eyster, James J., Ph.D., Cornell U. Hospitality Valuation Services Professor of Finance and Real Estate  
 Ferguson, Dennis H., Ph.D., Cornell U. Assoc. Prof.  
 Fulford, Mark D., M.S., Auburn U. Asst. Prof.  
 Geller, A. Neal, Ph.D., Syracuse U. Prof. and Graduate Faculty Representative  
 Hinkin, Timothy, Ph.D., U. of Florida. Assoc. Prof.  
 Jameson, Daphne A., Ph.D., U. of Illinois. Assoc. Prof.  
 Kelly, Thomas J., M.S., Cornell U. Assoc. Prof.  
 Kimes, Sheryl E., Ph.D., U. of Texas. Assoc. Prof.  
 Lundberg, Craig C., Ph.D., Cornell U. Blanchard Professor of Human-Resources Management  
 Moore, Richard G., M.B.A., Cornell U. Assoc. Prof.  
 Morgan, Michael S., Ph.D., U. of Texas. Asst. Prof.  
 Muller, Christopher C., M.P.S., Ph.D., Cornell U. Asst. Prof.  
 Mutkoski, Stephen A., Ph.D., Cornell U. Banfi Vintners Professor of Wine Education and Management  
 Penner, Richard H., M.S., Cornell U. Prof.  
 Rainsford, Peter, Ph.D., Cornell U. Assoc. Prof.  
 Redlin, Michael H., Ph.D., Cornell U. Assoc. Dean and Prof.  
 Renaghan, Leo M., Ph.D., Pennsylvania State U. Assoc. Prof.  
 Sherry, John E. H., J.D., Columbia U. Prof.  
 Stipanuk, David M., M.S., U. of Wisconsin. Assoc. Prof.  
 Tabacchi, Mary H., Ph.D., Purdue U. Assoc. Prof.

### Adjunct, Visiting, and Other Teaching Staff

Alvarez, Roy, M.Ed., Lecturer  
 Blanchard, Kenneth, Ph.D., Visiting Assoc. Prof.  
 David, Betty B., Lecturer  
 deRoos, Jan A., M.S., Cornell U., Lecturer  
 Ferris, J. David, M.A., Visiting Lecturer  
 Gould, Shelly, B.S., Teaching Support Specialist  
 Hales, E. Ann, Ph.D., Lecturer  
 Hisle, James E., B.S., Robert A. Beck Chair of Applied Hotel Management  
 Huettman, Elizabeth, Ph.D., Senior Lecturer

James, Robert, M.B.A., Visiting Lecturer  
 Katz, Norman, Ph.D., Lecturer  
 Kiner, Susan W., M.A., Lecturer  
 Lang, Barbara, B.S., Lecturer  
 Lumley, Jane, M.A., Senior Lecturer  
 Nash, Abby, B.A., Visiting Lecturer  
 Neuhaus, Thomas W., M.S., Lecturer  
 Noden, Malcolm A., Senior Lecturer  
 Norkus, Gregory X., M.S., Senior Lecturer  
 O'Connor, Therese A., M.S., Senior Lecturer  
 Pezzotti, Giuseppe G. B., B.S., Lecturer  
 Richmond, Bonnie S., M.S., Senior Lecturer  
 Ridley, Jane S., B.A., Teaching Support Specialist  
 Sciarabba, Andrew, B.B.A., Visiting Lecturer  
 Snow, Craig, Ph.D., Lecturer  
 Spies, Rupert, Studienassessor, Lecturer  
 Weisz, Stephen, B.S., Visiting Lecturer  
 White, Robert, A.O.S., Teaching Support Specialist  
 Whitehead, Donald E., B.S., Visiting Lecturer  
 Yesawich, Peter C., Ph.D., Visiting Assoc. Prof.