

SCHOOL OF HOTEL 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 totally renovated building, which 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, 2,000 videotapes, numerous ephemera and memorabilia (such as photographs, menus, and rare books), and more than 1,200 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 *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 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 is an industry showcase, one that 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 admissions catalog or course supplement (available in room 174 Statler Hall).

Requirements for Graduation

Regularly enrolled 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 64 of the 120 credits needed for graduation, the selected concentration accounts for 12 credits, and 18 credits are allotted for distributive electives. The remaining 26 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 26-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	13
Concentration	0
Distributive Electives	9
Free Electives	23
	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) may be waived, and an upper-level course in the area would be substituted. For instance, if HA 243 were waived, another marketing course would be required in its place. The communication courses (HA 164 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-three (23) hours 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, self-directed.

When students select their major fields of concentration, they should consult the coordinator of instruction in that area during the sophomore year to plan the sequence of elective 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. Foreign language study at Cornell is characterized by small classes and emphasis is on the spoken language. Students supplement their course work with study in a well-equipped language laboratory.

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 course enrollment.

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 Office of Career Planning and Placement, room 153 Statler Hall.

Management-Intern Program

This program is open only to upperclass students. Students accepted into the program earn 12 credits which generally are applied as free electives. Students enrolled in this program have an opportunity to combine managerial readings and previous course work with challenging work experience. Management-intern positions are available at many locations worldwide, including several on the Cornell campus. Students receive both academic credit and practice credit, and appropriate financial remuneration for the period of the program. Application for admission should be made one semester in advance. Guidance is provided by school staff members under the direction of a faculty chairman.

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, and England. Information on the many 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 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.

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 225, 226, 325	10
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
Information Technology: Hotel Administration 174	3
Law: Hotel Administration 387	3
Quantitative Methods: Hotel Administration 191	3
Economics: Micro and Macro	6
<i>Specifically required credits</i>	64
<i>Concentration</i>	12
<i>Distributive electives</i>	18
<i>Free electives</i>	26
Total credits required for graduation	120

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 136, Food and Beverage Management	4
H Adm 165, Managerial Communication: Writing Principles and Process	3
H Adm 174, Microcomputing	3
H Adm 191, Quantitative Methods	3
Microeconomics	3
Macroeconomics	3
Distributive electives	6
Free electives	0-4
	28-32

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 225, Financial Accounting	3
H Adm 226, Financial Management	4
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
	<hr/> 29-35

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
	<hr/> 28-31

Senior Year

<i>Required courses</i>	<i>Credits</i>
Concentration	6
Free electives	18-26
	<hr/> 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, Sandra K. Boothe, M.P.S. Director, 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 791, 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>	<hr/> 36
<i>Concentration credits</i>	12
<i>Free elective credits</i>	16
Total credits required for M.P.S. Track I students	<hr/> 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
Fall. 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 juniors and seniors. Prerequisites: H Adm 103, 211, and 212. Required.

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. S. Weisz, 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. D. Whitehead.

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. 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 area of expertise of the speaker. The class is relatively unstructured, and students are expected to ask questions and enter into discussion.

H ADM 404 Management Organization of the Small Business

Fall or spring. 3 credits. Limited to 20 juniors, seniors, and graduate students. Prerequisite: H Adm 325 or equivalent. Elective.

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 undergraduate courses at the 100, 200, and 300 levels. Elective.

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

Examines how to make strategic decisions to determine the future direction and competitive

positioning of a company. That process includes determination, formulation, implementation, and evaluation of strategy. Seminar format; case studies. Attendance requirements include five evening sessions during the last three weeks of class.

H ADM 406 Integrated Studies in the Hospitality Industry

Fall or spring. 3 credits. Limited to hotel school seniors. Three Tuesday-night meetings in lieu of examinations. Elective. Not offered spring 1993.

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

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. Student teams will make presentations of business plans to three chief executive officers serving as guest critics.

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. Estimated cost of field trip, \$150. Elective.

M 10:10-12:05. D. Whitehead.

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. 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. Case studies and guest lecturers will provide additional insights into the dynamics of airline management. Using the computer-based management simulation called AIRLINE, student teams will manage a regional carrier.

H ADM 501 Creative Management for Organizational Change

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

W 1:25-3:55. 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.

H ADM 502 Management and Leadership in the 90s

Fall, second 7 weeks only. 2 credits. Limited to 40 students. Prerequisite for Hotel students: H Adm 212. Elective.

M 1:25-4:25; W 1:25-4:25. R. Perry.

This survey course, including practical exercises and psychometric instruments, examines the trends and movements most likely to influence human resources management as we approach the 21st century. Traditional models of managing and influencing workers will be related to a rapidly changing world situation. Such global conditions as workforces in flux, rising expectations of workers, and the evolving nature of work itself, will be investigated from an international viewpoint.

H ADM 503 International Management

Spring. 3 credits. Limited to seniors and graduate students.

Prerequisites: H Adm 303, 165, 225, 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. Prerequisite: Students are expected to have completed H Adm 103, 136, 165, 174, 211, 212, 225, 226, 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. Independent study. S-U grades only, based on four performance evaluations. Elective.

H ADM 602 Management Intern Program II—Academic

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

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.

W 2:30-5:30. C. Lundberg.

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. T. Cullen.

Focuses on strategic planning implementation. Consideration is given to decision making relative to the organization's philosophy, mission, and objectives; to the development of an appropriate organizational structure and activities to achieve objectives; and to methods for monitoring the effectiveness of selected strategies. Attendance requirements include five evening sessions during the last three weeks of classes.

H ADM 805 Monograph I

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 and spring. 3 credits. Limited to 100 hotel school students, no freshmen or graduate students. Prerequisite: H Adm 103, H Adm 191 preferred. Required.

M W 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 section, no freshmen. Prerequisite: H Adm 100 or 103 (hotel transfer students may take).

H Adm 211 concurrently with 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, faculty.

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.

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

The training function within the hospitality industry will be analyzed, and a training and employee development model will be presented. Related subjects such as 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 with written permission of instructor. Elective.

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

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: Organization and Human Resource Management in Customer Service

Spring. 3 credits. Limited to 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.

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.

Emphasizes managerial and consulting techniques to identify and bring about changes in organizations and provides hands-on practice in the design of an improvement program as a mechanism for organizational development.

H ADM 515 Managerial Leadership in the 1990s

Spring. 1 credit. Elective.

Hours to be announced. 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.

H ADM 711 Negotiations in the Service Industry

Fall or spring. 3 credits. Limited to 40 juniors, seniors, and graduate students. Elective.

T R 8:40-9:55. E. Brooks.

Examines the roles of managers as negotiators, both within the organization and for the organization. Discussion of planning and preparations, tactics, strategies, trends, power, timing, persuasion, the win-win concept, and developing alternatives. Cases and participation in both individual and team negotiations.

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. The course is designed for the student who desires a basic general knowledge of the language of business and finance. May be taken with H Adm 322 to include the investment aspects of financial management.

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 11:15-12:30. (For spring 1993, nine weeks only, January 25-March 31, M W 11:15-1:10.) A. Arbel, J. Marler.

Corporation 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 225 Financial Accounting

Fall. 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 226 Financial Management

Spring. 4 credits. Prerequisite: H Adm 225 or equivalent. Required.

T R 2:30-4:25. S. Carvell, J. Marler.

Provides a broad understanding of both managerial accounting and finance. The overall objective is to develop skill in using accounting information for managerial planning, control, and evaluation. Topics include financial statement analysis and interpretation, cost behavior, and budgeting. Framework for short-term and long-term financial decision making.

H ADM 322 Investment Management

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

W 2:30-3:45. (For spring 1993, nine weeks only, January 25-March 31, M W 2:30-4:45.) A. Arbel.

Covers institutional and analytical aspects of security analysis and investment management: securities markets, sources of investment information, risk-return analysis, bonds and stocks valuation, behavior of security prices, portfolio analysis, asset allocation, and portfolio management. The course also covers the capital asset pricing theory, 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. 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, participations, 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 325 Hospitality Financial Management

Fall. 3 credits. Prerequisite: H Adm 226. 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

Spring. 3 credits. Prerequisite: H Adm 226, 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 Hotels

Spring. 2 credits. Limited to 30 seniors and second-year graduate students. Prerequisite: H Adm 325, 725, or equivalent. Elective.

T R 9:05. N. Geller.

Discussion of problems encountered in distributing the accounting and clerical work in hotels and restaurants so as to provide an effective system of internal control. Study of cases of the failure of internal control and the analysis of the causes of the failure. Practical problems, the impact of technology, and actual techniques of functioning systems of internal control are examined.

H ADM 422 Taxation and Management Decisions

Fall. 3 credits. Limited to 50 upperclass and graduate students. Elective.

W 2:30-4:25. A. Sciarabba.

An 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 522 Hospitality Revenue Management

Fall. 3 credits. Limited to graduate students, and seniors by permission of professor. Prerequisite: background in economics, marketing, and finance. Elective.

M 9:05-11; W 9:05. A. Arbel.

The course covers new techniques in hotel and restaurant pricing and yield management policies, including pricing theory as applied to the service industry, the ideal pricing system, the concept of revenue management, implementing revenue management, the diagnostic system, cost and demand sides,

simultaneous solution, multipricing systems, market segmentation, product differentiation, price discrimination, feedback mechanisms, and update and control. New computer programs for revenue and yield management will be evaluated.

[H ADM 523 Financial Management Policy

Spring. 3 credits. Limited to 30 students; non-hotel students must receive permission of instructor. Prerequisites: H Adm 326 or 726. Elective. Not offered 1992-93.

T R 11:55-1:10. S. Carvell.

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. 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. J. Marler.

The course 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, and the use of feasibility studies.

H ADM 726 Graduate Corporate Finance
Spring. 3 credits. Limited to graduate students. Non-hotel school students must receive permission of instructor. Prerequisite: H Adm 725. M.P.S. requirement.

T R 8:40-9:55. S. Carvell.

An introduction to the principles and practices of corporate finance, including the development of theory and its practical application. 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, C. Muller.

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. S-U grades only. Attendance at first class is mandatory. Elective.

M 10:10-2:10; T 1:25-5:25; T 6:30-10:30 p.m.; W 6:30-10:30 p.m.; F 9:05-1:05; F 2-6. Faculty.

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.

R 12:20-2:20. T. O'Connor.

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. Neuhaus, B. Richmond, and S. Gould.

Designed to introduce the student to food and beverage operations through three major components: fundamental food composition and properties, food products and prepara-

tion, 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. Elective.

F 1:25-4:20. G. Norkus.

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 hotel school students and others with permission of the 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. D. D'Aprix, G. Pezzotti, B. Halloran, J. Ridley, and R. White.

A restaurant-management course in which each student participates as a manager of an upscale, 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 1992-93.

T R 9:05. M. Tabacchi.

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. Field trip, \$40. A previous course in nutrition or food science is helpful but not required. Elective.

M W 11:15. B. Richmond.

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 1992-93.

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

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, \$15.00. 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 (August 27, 1992). 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 are automatically dropped from the instructor's records. The student must then follow the normal drop procedure in his or her school.)

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. Kelley, G. Norkus.

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 432 Seminar on Specialty Beers
Fall, first 7 weeks only. 2 credits. Field trips, \$50. Limited to 20 hotel school seniors and graduate students, and others with permission of the instructor. Elective.

M 1:25–3:20. J. Crouch.

Designed for upper-level students who intend to pursue food and beverage careers.

Advances one's knowledge about beers and other malt beverages in terms of managing such products in a restaurant setting or other food service outlet. Topics include the brewing process, sensory aspects of beer and other malt beverages, international beer types and styles, marketing malt products, purchasing and distribution, storage and service, beer and food pairings, staff training and education, cost controls, and third-party liability issues.

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 the 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, and local site visits.

H ADM 434 Desserts Merchandising
Spring. 3 credits. Prerequisite: H Adm 236, or permission of the instructor. 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 bakeryshop utensils, and sell their products.

H ADM 435 Selection, Procurement, and Supply Management

Spring. 3 credits. Limited to 24 students. 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 students. Prerequisite: H Adm 430. Elective.

W 10:10–12:05. S. Mutkoski.

Designed for upperclass 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.

Prerequisite: H Adm 165 and 236 and/or permission of the instructor. Elective.

T 2:30–4:25. T. O'Connor.

This seminar 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. Faculty.

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

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

Lec, M 12:20–2:15; lab, W 1:25–2:15.

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 Management

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.

R 1:25–3:20. 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, and equipment and facilities; food-borne illness and other public-health concerns; and certification and training. Preparation for NIFI/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.

W 2:30–5:30. R. Spies, G. Pezzotti, B. Halloran.

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.

H ADM 536 Contemporary Health Foods: A Foodservice Practicum in Spa-Style Cuisine

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

W 12:20. B. Richmond.

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

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

M 1:25–3:20. Faculty.

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 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

Spring. 3 credits. Limited to 30 students.

Prerequisite: H Adm 731. M.P.S. requirement. F 11:15–1:10. R. Spies.

A food and beverage management course in which the class operates the Terrace 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 discussions of management issues related to restaurant operation occur during the lectures/seminars.

MARKETING AND TOURISM

H ADM 242 Marketing Principles

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

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 laboratory.

H ADM 243 Principles of Marketing

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

T R 10:10–11:25. W. Kaven.

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, and 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 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. 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. Prerequisite: A principles of marketing course. Elective.

T R 11:55–1:10. L. Renaghan.

An integrative course that provides senior marketing students and others an opportunity to relate concepts from a variety of marketing courses to the application of sound management decisions.

H ADM 444 Tourism II

Spring. 3 credits. Limited to 20 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. M. Noden.

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

Fall or 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 Communication Media

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

M 1:25–4; W 1:25. C. Dev, P. Yesawich.

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

H ADM 543 Marketing Research

Fall or spring. (In 1992–93, spring only). 3 credits. Limited to hotel school seniors and graduate students. Prerequisites: a previous marketing course and 3 credits of statistics or H Adm 191 or H Adm 791. Elective.

M W 10:10–11:25. M. Morgan.

The purpose of this course is to introduce 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 the instructor. Elective.

M W 8:40–9:55. 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.

H ADM 546 Marketing Planning for Hotels

Fall. 3 credits. Prerequisite: A principles of marketing course. 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.

T R 8:40–9:55. M. Morgan.

The purpose of this course is to introduce 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 191 or 791.

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. 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 in the Hospitality Industry

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. The course will emphasize 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. Not open to freshmen. Required.

M W F 10:10. J. deRoos, 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.

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 12 students. Prerequisites: H Adm 351 and 355 (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 and spring. 2 credits. 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. J. deRoos.
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

Fall. 3 credits. Limited to 30 hotel school juniors, seniors, and graduate students. Students may not receive credit for both H Adm 356 and 357. 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 and spring. 3 credits. Prerequisite: an introductory accounting or business course. May not be taken for credit in addition to H Adm 356. Elective.

M 7:30-10 p.m. J. Ferris.
A comprehensive look at risk management within a general business or institutional environment. The course 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. Limited to juniors and seniors (graduate students must enroll in H Adm 651). 3 credits. Elective. (Formerly H Adm 350.)

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 451 Seminar in Properties Management

Fall. 1 credit. Elective.

F 11:15. J. Clark.
Exposes students to the breadth of disciplines within properties management. Guest speakers from industry, academia, and student ranks will present and discuss issues related to design, development, real estate, construction, facility operations, and risk management.

H ADM 455 Special Topics in Properties Management

Spring. 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 topic.

H ADM 456 Hospitality Facilities Management

Spring. 3 credits. Prerequisites: 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 24 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 or renovation of 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. Prerequisites: H Adm 323, 450, or permission of the instructor. Elective. (Formerly H Adm 358.)

T R 10:10-11:25. J. Corgel.
Expands the student's understanding of the role of real estate in individual hospitality businesses and corporations. It is 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. Graduate students are required to submit individually a comprehensive term project.

H ADM 658 Advanced Real Estate

Spring. 3 credits. Prerequisites: 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, J. Clark.

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.

COMMUNICATION COURSES

H ADM 165 Managerial Communication: Writing Principles and Process

Fall or spring. 3 credits. Each lecture limited to 18 students. (Because of the strict class-size limitation, a student who chooses to drop this course should notify the instructor no later than the end of the first week of class so another student can fill the opening.) Required.

Lec 1, M W F 10:10; lec 2, M W F 10:10; lec 3, M W F 9:05 (spring lec, M W F 11:15); lec 4, M W F 11:15 (spring lec 4, M W F 1:25); lec 5, T R 8:30-9:45 (spring lec 5, T R 12:20-1:35); lec 6, M W F 1:25 (spring lec 6 M W F 9:05); lec 7 M W F 11:15 (no spring lec 7). D. Jameson, D. Flash, S. Kiner, J. Lumley, E. Huettman, and faculty.

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 Francais 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.

H ADM 364 Advanced Business Writing

Fall or spring. 3 credits. Limited to 20 juniors, seniors, or graduate students, and others with written permission of the 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. D. Jameson, S. Kiner.

Focuses on the written communications that demand 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 the instructor. (Because of the strict class-size limitation, a student who chooses to drop this course should notify the instructor no later than the end of the first week of class so another student can fill the opening.) Prerequisites: 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; lec 5, M W F 11:15. J. Brownell, D. Flash, S. Kiner, E. Huettman, and faculty.

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: 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. Not offered 1992-93.

T R 8:30-9:45. J. Brownell.]

H ADM 562.02 Special Topic: Communication and the Multi-Cultural Organization

Spring. 3 credits. Prerequisite: H Adm 365. Elective.

TBA. D. Jameson.

A critical review of the influence of culture, perception, power, and gender on inter- and intracultural encounters in organizations characterized by multiculturalism. Topics include socialization, language and culture/subculture, ethnocentrism, stereotypes, verbal and nonverbal symbol systems, similarities, and differences between cultures.

H ADM 761 Organizational Communication for Managers

Spring. 3 credits. Elective.

T R 8:40-9:55. J. Brownell.

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.

INFORMATION TECHNOLOGY COURSES

H ADM 171 Keyboarding on the Macintosh

Spring. 2 credits. Elective.

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 first-semester freshmen; maximum of 25 students per lecture. Spring and summer. 3 credits. Open enrollment. Required.

Lec 1, M W F 8; 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 12:20. R. Alvarez, B. David.

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 374 End-User Business Computing Tools

Fall or spring. 3 credits. Elective.

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

Fall or spring. 3 credits. Limited to 20 students. Prerequisite: H Adm 174. Elective. (Formerly H Adm 274.)

T R 11:15. R. Moore.

An introduction to management information 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. Computer 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. Not offered 1992-93. Elective. R. Alvarez.

For students who may become involved with the analysis and design of computer-based information systems (CBIS). The course is intended to develop competence and confidence in the participants' ability to plan for CBIS, specify their functional design, manage a systems adoption project, deal with system vendors, and function as organizational consultants on CBIS. The course assumes an elementary working knowledge of management information systems and basic business. The course is pragmatic and requires participant teams to analyze and design (and possibly build and test) a software application system.)

H ADM 572 Development of Decision Support Systems Through Data Integration, Computing Tools, and Networking

Fall. 4 credits. Limited to juniors, seniors, and graduate students. Prerequisite: H Adm 374 or permission of the instructor. 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 and IBM AS/400's.

H ADM 774 Computers and Hotel Computing Applications

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. Organiza-

tional and infrastructural issues that enhance or detract from system success are explained.

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. Not offered 1992-93.

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. Faculty.

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

Summer. 3 credits. Recommended: completion of H Adm 450 or equivalent. Elective.

Hours to be arranged. J. Sherry.

Laws governing the acquisition, ownership, and transfer of real estate, beginning with the purchase and sale of a family residence and leading to more-complex transactions involving hotels, motels, condominiums, cooperatives, syndications, and real-estate trusts. Financing aspects, including construction and building loans, mortgages, and mortgage foreclosures are treated from the viewpoint of lender and borrower. The legal relations of landlord and tenant are given special attention, and typical hotel and motel leases are dissected and scrutinized. Applicable tax considerations are focused on all transactions.

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

Fall. 3 credits. Limited to 50 hotel graduate students; seniors and other graduate students by permission of instructor only. 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 COMMUNICATION, INFORMATION TECHNOLOGY, LAW, AND QUANTITATIVE METHODS COURSES**H ADM 191 Quantitative Methods**

Spring. 3 credits. Prerequisite: H Adm 174. Required.

T R 11:55-1:10. S. Kimes.

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

H ADM 192 Introduction to the Hospitality Industry

Spring. 2 credits. Limited to non-hotel students and hotel freshmen. Elective.

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

Presents a comprehensive overview of the size, scope, and evolution of the global hospitality industry. The various segments of the lodging, food and beverage, travel, tourism, and leisure time industries will be examined, with emphasis on historical development, current and future economic impact, role in society, and career opportunity potential.

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. A. Hales, J. Eyster.

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 491 Tips for Success: Business Etiquette and Hospitality Services in the Hospitality Arena

Spring. 2 credits. Limited to juniors, seniors, and graduate students. Elective.

M 1:25-3:25. C. Muller.

Designed to expose students to various international and national business cultures, traditions, lifestyles, social graces, and business practices, enabling them to more effectively perform in today's global business market. The course will give students fundamental skills and cultural sensitivities

paramount to managing and working well with a broad group of people.

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 591 Operations Management in the Hospitality Industry

Fall. 3 credits. Prerequisite: H Adm 191 or equivalent. Elective.

T R 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 592 Service Operations Management

Fall. 3 credits. Limited to 25 graduate students. Prerequisite: H Adm 791 or equivalent. Elective.

T R 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 599 Development and Management of Wellness in Business Organizations]

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Field trip, \$25-50. Elective. Not offered 1992-93.

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

Design, implementation, and evaluation of wellness programs in organizations. Stressors that may cause illness are examined. Case studies and guest speakers from the industry address diagnosing the employee population, sustaining employee participation, evaluating cost/benefit aspects of wellness programs, and choosing alternative health-insurance strategies.]

H ADM 791 Graduate Quantitative Methods

Spring. 3 credits. M.P.S. requirement.

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.

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. 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 Information Technology/Computers

H ADM 680 Undergraduate Independent Study in Law

H ADM 690 Undergraduate Independent Study in Quantitative Methods

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 Information Technology/Computers

H ADM 780 Graduate Independent Research in Law

H ADM 790 Graduate Independent Study in Quantitative Methods

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. Assoc. 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
Hales, E. Ann, Ph.D., Cornell U. Asst. Prof.
Jameson, Daphne A., Ph.D., U. of Illinois. Assoc. Prof.
Kaven, William H., Ph.D., Cornell U. Prof.
Kelly, Thomas J., M.S., Cornell U. Assoc. Prof.
Kimes, Sheryl E., Ph.D., U. of Texas. Asst. Prof.
Lundberg, Craig C., Ph.D., Cornell U. Blanchard Professor of Human-Resources Management
Marler, Janet H., M.S., Cornell U. Asst. Prof.
Moore, Richard G., M.B.A., Cornell U. Assoc. Prof.
Morgan, Michael S., Ph.D., U. of Texas. 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.
 Brooks, Earl, M.A., Professor Emeritus
 Chernish, William N., Ph.D., Lecturer
 D'Aprix, David, B. A., Lecturer
 David, Betty B., Lecturer
 deRoos, Jan A., M.S., Cornell U., Lecturer
 Ferris, J. David, M.A., Visiting Lecturer
 Flash, Dora G., A.B., Senior Lecturer
 Gould, Shelly, B.S., Teaching Support
 Specialist
 Hisle, James E., B.S., Robert A. Beck Chair of
 Applied Hotel Management
 Huetteman, Elizabeth, Ph.D., Lecturer
 James, Robert, M.B.A., Visting Lecturer
 Kiner, Susan W., M.A., Lecturer
 Lang, Barbara, B.S., Lecturer
 Lumley, Jane, M.A., Senior Lecturer
 Muller, Christopher C., M.P.S., Lecturer
 Nash, Abby, B.A., Visting 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
 Weaver, Loren E., B.S., Teaching Support
 Specialist
 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.