

School of Hotel Administration

For more complete information about undergraduate program requirements, see the *Announcement of the School of Hotel Administration* or the *Announcement of Academic Information*.

The school offers programs leading to the degrees of Master of Professional Studies, Master of Science, and Doctor of Philosophy. For further information on graduate degree programs, the reader should consult the *Announcement of the Graduate School* or contact Professor Stanley W. Davis, the director of the M.P.S. program.

For the most current and detailed information regarding course offerings of the School of Hotel Administration, the student should consult the supplementary course announcement issued each semester through the school's records office.

Administrative and General Management

101 Orientation Fall or spring. 1 credit. S-U grades only. Required.

M 2:30-3:20. Office of the dean.
An introduction to the school, Statler Inn, and the various facets of the hospitality industry.

102 Lectures in Hotel Management Fall. 1 credit. Hotel elective.

F 1:25. R. A. Beck.
A series of lectures given by nonresident speakers prominent in the hotel, restaurant, and allied fields.

200 Personal Real Estate Investments Fall or spring. 2 credits. Limited to juniors and seniors from outside the School of Hotel Administration.

M 10:10-12:05. D. Sher.
Lectures and case studies cover the advantages and disadvantages of real estate investments and how to maximize gain and minimize risk and possible loss. Subjects covered include (1) the economics of real estate, tax shelters, financial leverage; (2) types of personal real estate investments; (3) risk analysis, cash flow, and return on investment; (4) sources of financing; (5) joint ventures and syndications; and (6) acquisition and development of real estate.

203 Club Management Fall or spring. 2 credits. Hotel elective.

M 10:10-12:05. J. F. Tewey and guest lecturers.
The private membership club, and how it differs from other business forms in the hospitality industry. Emphasis is on legal and operational aspects of ownership and governance. All types are discussed, from the small in-town luncheon club to the large, complex suburban operation. New developments in the field are surveyed. Several club managers serve as guest lecturers.

204 Franchising in the Hospitality Industry Fall. 2 credits. Hotel elective.

M 12:20-2:15. D. E. Whitehead.
Relationships between franchisor and franchisee, advantages and disadvantages of franchising, structure and services offered by franchisors. Case studies of leading motor inn and restaurant companies currently offering franchises.

205 Resort and Condominium Management Spring. 3 credits. Hotel elective.

Leccs, T 1:25, R 2:30-4:25. M. A. Noden.
The operation of resort hotels and condominiums. Resorts of the various types, seasons, and economic levels are considered. Emphasis is on the promotion of business, the provision of facilities and services

and guest entertainment, and the selection, training, and direction of the employed staff. Terminology, rental pool agreements, and S.E.C. regulations, together with developer-management-owner contracts and relationships in condominiums, are reviewed.

206 General Insurance Fall. 3 credits. Hotel elective.

M W F 12:20. K. McNeill.
A comprehensive introduction to the insurance field. The emphasis is on fire insurance, casualty insurance, and multiple peril policies. Topics covered may include: the law of contracts as it relates to insurance; the fire insurance policy and fire insurance forms; business interruption, marine, burglary, crime, and liability insurance; rates and rate making; bonds; negligence and torts; compensation; package policies; adjustment of losses; and types of insurers.

[301 Development of a Hospitality Property Fall. 3 credits. Hotel elective. Not offered 1980-81.

M 2:30-4:25. D. E. Whitehead.
Seminar groups of two to four students develop a hospitality project. All aspects of development are covered from the feasibility study, site acquisition, franchising, construction management, operational preopening, marketing, personnel training, furniture and fixture installation through the opening of the hotel, motor inn, or restaurant.]

302 Principles of Management Fall or spring. 3 credits. Prerequisite: Hotel Administration 211 or equivalent. Hotel elective. Students planning to enroll eventually in Hotel Administration 401 are urged to take this course, as it will be a prerequisite for 401 at a future date.

W 11:15-1:10, F 9:05. P. L. Gaurnier.
A basic course designed to examine management processes, concepts, and principles, and to improve personal competence in decision making, problem solving, and communication. Required readings highlight both classical and modern concepts of management.

304 Rooms Division Management—Front Office and Reservations Fall. 2 credits. Hotel elective. Estimated cost of field trip to Washington, D.C., \$50.

F 2:30-4:25. D. A. Dermody, S. Weisz.
An operational view of the front office and reservation functions. A trip to Washington, D.C., is scheduled for late in the term. The course, under the direction of Professor Dermody, is taught by personnel of Marriott Hotels.

305 Rooms Division Management—Housekeeping and Laundry Operations Fall. 2 credits. Hotel elective. Estimated cost of field trip to Washington, D.C., \$50.

F 10:10-12:05. D. A. Dermody, S. Weisz.
The operation of the housekeeping and laundry departments.

306 General Survey of Real Estate Fall or spring. 2 credits. Prerequisite: Hotel Administration 281 and 282 or equivalent, or written permission. Hotel elective.

M 2:30-4:25. D. Sher.
A practical survey of real estate as the capital investment decision in the hospitality industry and related industries. Lectures and case studies cover the role and importance of real estate in the retail environment; the relationship of real estate to the marketing strategy of a company and its investment decisions; the marketing and merchandising of real estate; the financing of real estate; and the effects of real estate financing on a company's overall corporate financial structure and on its future borrowing ability.

307 Hotel Security and Crime Prevention Summer. 2 credits. Hotel elective.

M-F 9-4. J. E. H. Sherry and school faculty.
Designed to provide corporate hotel management with a practical orientation for resolving the

operational losses related to personal and physical premises security. Faculty members discuss aspects of legal liability, insurance protection, architectural and interior design controls, financial controls, and personnel administration.

401 Seminar in Management Principles Fall or spring. 2 credits. Limited to 20 seniors and graduate students. Prerequisites: Hotel Administration 211 or equivalent. Hotel elective.

T 11:15-1:10. P. L. Gaurnier.
This course uses the case-study approach to management principles and concepts. Each student prepares a comprehensive analytical report, based on previous work, for class discussion and analysis.

402 Hotel Management Seminar Fall. 1 credit. Limited to 20 seniors and graduate students. Hotel elective.

F 10:10. R. A. Beck.
A meeting with the Hotel Administration 102 speaker of the day. The subject matter varies, depending on the visitor and his or her area of expertise. Students are expected to ask questions and participate in discussions.

403 The Small Business Fall or spring. 3 credits. Limited to 24 seniors and graduate students who have received written permission of the instructor. Hotel elective.

W 10:10-12:05, R 11:15. R. M. Cantwell and guest lecturers.
Managerial problems as related to small business operations. Emphasis is on the acquisition of a new business or the takeover of an existing business. Preliminary investigation prior to decision making is explored. Case studies are used to illustrate relevant points. A term project is required.

404 Management Organization of Small Business Fall or spring. 3 credits. Limited to hotel school seniors and graduate students; open to out-of-school students with written permission only. Prerequisite: Hotel Administration 221 or Agricultural Economics 323 or equivalent. Hotel elective. Approximate cost of field trips, \$50.

T 9:05-11, R 9:05. R. M. Cantwell and guest lecturers.
A comprehensive survey of basic management fundamentals to plan, organize, direct and control the small enterprise. Course work includes a team term project, selected readings, case studies, and field exercises.

406 Integrated Case Studies in the Hospitality Industry Fall or spring. 3 credits. Limited to 21 seniors and graduate students. Hotel elective.

W 1:25-4:25. R. M. Cantwell, P. L. Gaurnier, and R. M. Chase.
Analysis of case studies involving issues of business strategy, human relations, administration, marketing, and finance. Students apply course principles in a restaurant management simulation exercise.

407 Seminar in Hotel Operations Spring. 2 credits. Limited to 30 seniors and graduate students. Hotel elective. Estimated cost of field trip, \$30.

F 10:10-12:05. P. L. Gaurnier.
Intended to provide a working knowledge of terminology, concepts, and procedures utilized by hotel management in developing information and making decisions relevant to forecasting and controlling manpower requirements consistent with fluctuating business conditions. Major topics include: staff planning, budgeting, scheduling and payroll control, forecasting technique and practice, considerations for operating within the guidelines of collective bargaining, financial statement analysis, and hotel case studies oriented toward productivity analysis. A field trip, usually in the third week, is required.

408 Casino Management Fall or spring. 2 credits. Limited to 50 seniors and graduate students. Hotel elective. Estimated cost of field trip, \$75.

M 2:30–4:25. D. E. Whitehead and guest lecturers. The management responsibility of casino operations. General instruction in the basic casino games including odds, percentages, and strategy. Overview and analysis of casino administration with emphasis on the relationships and responsibilities between hotel general manager and casino manager, marketing and junkets, physical layouts, licensing, governmental regulation, staffing, internal controls, and security systems. Includes a weekend field trip to Atlantic City.

409 T.A. Training in Administrative and General Management Fall or spring. 1–3 credits.

Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty.

The student planning to be a teaching assistant in administrative and general management is exposed to recommended techniques of instruction and such other methodology, readings, etc., as the professor in charge of the course may require.

701 Graduate Seminar in Hotel Operations Fall. 2 credits. Limited to 30 last-term seniors and graduate students. Hotel elective. Estimated cost of field trip, \$75.

F 10:10–12:05. P. L. Gaurnier.

Intended to provide a working knowledge of terminology, concepts, and procedures utilized by hotel management in developing information and making decisions relevant to forecasting and controlling manpower requirements consistent with fluctuating business conditions. Major topics include: staff planning, budgeting, scheduling and payroll control, forecasting technique and practice, considerations for operating within the guidelines of collective bargaining, financial statement analysis and hotel case studies oriented toward financial statement analysis and toward productivity analysis. A required field trip to the participating hotel is an integral part of the study program. The field trip is usually scheduled for the second week of classes; students therefore *cannot* miss the first week and register in the course. Students who intend to return to school one week late should not attempt to preregister for this course.

Human Resources Management

111 Introductory Psychology Fall or spring. 3 credits. Required.

M W F 9:05. F. Berger.

An introductory study of psychological principles essential for understanding human behavior. Basic concepts integral to effective hotel management are treated, including perception, motivation, learning, and personality.

211 Management of Human Resources Fall or spring. 3 credits. Prerequisite for hotel students: Hotel Administration 111. Required.

Lecs, M W 11:15, 12:20 or 1:25; 1-hour lab to be arranged. D. A. Dermody.

Problems of personnel management, including an introduction to the personnel function; recruitment, selection, and placement of personnel; the role of supervision with emphasis on induction, training, communications, performance appraisal, and leadership style; wage and salary administration; motivation; and union-management relations. Emphasis is on class discussion and analysis of case problems from business and industry.

311 Union-Management Relations in Private Industry: A Survey Fall. 3 credits. Limited to

juniors, seniors, graduate students, and those who

have received written permission of the instructor. Hotel elective.

W 1:25, R 4:30–6:25. F. A. Herman.

Major areas of study include the development of the trade union movement in the United States, with emphasis on the history and structure of unions active in all phases of the hospitality industry; federal and state laws governing the bargaining relationship, including the role of the National Labor Relations Board; the collective bargaining process, including negotiations and contract administration; and the critical role of conciliation procedures (such as mediation and arbitration) in keeping industrial peace.

314 Psychology in Business and Industry Fall or spring. 3 credits. Prerequisites: Hotel Administration 111 and 211 or equivalent. Limited to 50 hotel students. Hotel elective. Students who plan to take Hotel Administration 315 should plan to take 314, first.

T 12:20, R 12:20–2:15. S. W. Davis.

The principles of psychology applied to industrial and business systems; personnel selection; placement and training; problems at work including evaluation, motivation, efficiency, and fatigue; and the social psychology of the work organization.

416 Special Studies in the Management of Human Resources Fall. 3 credits. Prerequisite: Hotel Administration 211. Limited to seniors and graduate students, except for those who have received written permission of the instructor. Hotel elective.

M 7:30–9:30 p.m., T 1:25–2:15. D. A. Dermody and guest lecturers.

A case-study approach to the problems and challenges of managing people in business organizations. Actual cases are presented for discussion by individuals who were themselves involved in the case.

419 T.A. Training in Human Resources

Management Fall or spring. 1–3 credits. Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty.

The student planning to be a teaching assistant in human resources management is exposed to recommended techniques of instruction and such other methodology, readings, etc., as the professor in charge of the course may require.

711 Dispute Resolution in Service Industries

Spring. 3 credits. Limited to graduate students and seniors who have received written permission. Hotel elective.

W 2:30–5:30. F. A. Herman.

The nature of conflicts that arise during negotiation of new labor contracts (interest disputes), and those that arise over the meaning and interpretation of labor contracts already in force (grievance disputes). Methods for resolving conflicts in nonunionized properties are also explored. Picketing, recognition, certification and decertification, unfair labor practices, successor rights and obligations, and pre-election behavior are discussed and illustrated, as are the practical applications of grievance handling through the final step of the procedure (usually arbitration).

Accounting and Financial Management

120 Basic Principles of Accounting and Financial Management Fall or spring. 2 credits. Limited to

students outside the School of Hotel Administration. Intended for students who desire a general knowledge of the language of business and finance.

M 2:30–4:25. Faculty.

A survey of accounting principles, financial statements, cash forecasting, cash budgeting, and an introduction to financial analysis.

121 Financial Accounting Fall. 3 credits. Required. Limited to School of Hotel Administration students.

Lec, M W 10:10; 1-hour lab to be arranged.

D. H. Ferguson.

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

122 Hospitality Accounting Systems Fall or spring. 3 credits. Prerequisite: Hotel Administration 121 or equivalent. Required.

Lecs, T R 9:05; 2-hour lab to be arranged.

D. C. Dunn.

The accounting systems recommended by the American Hotel and Motel Association, the National Restaurant Association, and the Club Managers' Association of America for hotels, motels, restaurants, and clubs. Topics include hotel and motel front office accounting; accounting for the restaurant and other sales areas; special journals and ledger accounts peculiar to hospitality accounting systems; the flow of accounting transactions through the accounting system; and the preparation and interpretation of financial statements.

125 Finance Fall or spring. 3 credits. Prerequisite: Hotel Administration 121 or equivalent. Required.

Lecs, T R 1:25 and 1-hour to be arranged.

R. M. Chase.

An objective study of financial management in profit-oriented enterprises. Important concepts include cash flow, the time value of money, and capital budgeting. Emphasis is on the analysis of accounting information, problem solving, and decision making.

220 Financial Accounting Principles Fall or spring. 3 credits. Limited to students outside the School of Hotel Administration in the fall; in the spring, hotel students may substitute this course for 121.

Lecs, M W 10:10; 1-hour lab to be arranged.

Faculty.

The basic principles of accounting, including transactions analysis, and flow of accounting data to the financial statements. Emphasis is on accounting for revenues, expenses, assets, liabilities, and owner's equity.

221 Managerial Accounting Fall. 3 credits. Prerequisites: Hotel Administration 121 and 125 or equivalent. Required.

Lecs, T R 10:10; 2-hour lab to be arranged. Two

evening exams to be arranged. A. N. Geller.

The use of accounting information for managerial planning, control, and evaluation. Particular emphasis is on differential accounting and its role in extracting relevant decision variables. Other topics are accounting systems, behavior of costs, budget preparation, standard costs, the analysis of variance from standard costs, and performance reports.

222 Managerial Accounting in the Hospitality Industry Spring. 3 credits. Limited to 160 students.

Prerequisite: Hotel Administration 122 or 221 or equivalent. Required.

Lecs, M W 10:10; 1-hour lab to be arranged.

J. J. Eyster.

Methods of operational analyses for hospitality properties are evaluated and used in ratio, comparative, and cost-volume-profit analyses. Other topics include internal control, operational budgeting, and the use of feasibility studies in long-term capital budgeting decisions. Stress is on presenting analysis results in management letters.

223 Front Office Machine Accounting Fall or spring. 1 credit. Prerequisite: Hotel Administration 121 or equivalent. Hotel elective.

Two-hour practice to be arranged. D. C. Dunn. Students learn the operation of the NCR front office

posting machine by completing a series of practical exercises ranging from simple posting of charges and credits to error correction and the night audit.

224 Food and Beverage Control Fall or spring
2 credits. Prerequisite: Hotel Administration 122, or written permission of instructor. Hotel elective.

R 10:10–12:05. T. P. Cullen.
Essentials of food and beverage control from both the operational and accounting standpoints. Practice with typical methods and forms found in the hospitality industry.

321 Hotel Management Contracts Fall, weeks 2–8. 1 credit. Limited to 60 juniors, seniors, and second-year graduate students. Hotel elective.

M 12:20–2:15. J. J. Eyster and guest lecturers.
A critical analysis of the negotiation and administration of hotel management contracts. Topics include: advantages, disadvantages, and risks of contracts to both owners and operators; owner and operator concerns during negotiations and their resolution; owner and operator concerns during administration of the contract; and the future role of contract use. Guest lecturers include owners and operators.

322 Investment Management Fall or spring.
2 credits. Limited to juniors, seniors, and graduate students. Hotel elective.

T 2:30–4:25. Faculty
A survey of investment opportunities and the methods of analysis used by business and the individual to determine the best use of investment funds. Special emphasis is placed on the stock and bond markets, including security portfolio management.

323 Financial Analysis and Planning Fall.
3 credits. Prerequisite: Hotel Administration 222. Hotel elective.

M W 8:30–10. J. J. Eyster.
After defining and describing the environment in which a business organization must design its strategy, an examination will be made of financial analysis and planning techniques necessary to operate in that environment. Focus is on discussion and case studies involving the following areas of financial management: the tax environment, profit planning and forecasting, budgeting, capital budgeting techniques, and cost of capital determination.

324 Financial Charts and Graphs Spring, weeks 2–8. 1 credit. Limited to 20 students. Prerequisite: Hotel Administration 251 and 221. Hotel elective.

W 2:30–4:25. R. H. Penner.
An introduction to and concentrated study of financial charting—the visual presentation of quantitative data. Includes a review of the several types of charts and graphs and their use to show relative or proportionate amount, trend, etc. Students analyze and evaluate charts in annual reports and the media, and design charts to communicate data effectively.

326 Introduction to Statistical Analysis and Inference Fall. 3 credits. Limited to juniors, seniors, and graduate students. Students with any previous exposure to statistics or probability should see the instructor before enrollment. Hotel elective.

T R 11:15–1:10. D. C. Dunn.
An introduction to the basic techniques of statistical method.

421 Internal Control in Hotels Spring. 2 credits. Prerequisite: Hotel Administration 122 or equivalent. Limited to seniors and other students who have received permission of instructor. Hotel elective.

T R 9:05 or 10:10. A. N. Geller.
Discussion of problems encountered in distributing the accounting and clerical work in hotels to ensure a good system of internal control. Study of many actual cases of the failure of internal control and the analysis of the causes of the failure. Practical problems and actual techniques of functioning systems of internal control.

422 Personal and Corporate Taxation Fall.
2 credits. Limited to 50 juniors, seniors, and graduate students. Hotel elective.

W 2:30–4:25. R. Gilfoil.
An overview and history of tax legislation initiates the course and documents the impact of taxation upon business and personal financial management. Specific topics include personal income tax, federal and state corporate tax, tax incentives, and tax shelters.

429 T.A. Training in Accounting and Financial Management Fall or spring. 1–3 credits. Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty.
The student who plans to be a teaching assistant in accounting and financial management is exposed to recommended techniques of instruction and such other methodology, readings, etc., as the professor in charge of the course may require.

722 Graduate Managerial Accounting in the Hospitality Industry Spring. 3 credits. Required M.P.S. course.

T 2:30–4:25, R 11:15–1:10. J. J. Eyster.
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 in long-term capital budgeting decisions. Stress is on communicating analysis results using management letters.

723 Graduate Corporate Finance Fall. 4 credits. Prerequisite: Hotel Administration 722.

Recommended: knowledge of algebraic techniques and elementary statistics (students who have not recently had a statistics course are urged to purchase and study programmed review books in mathematics and elementary statistics). A list of recommended books (available at the Campus Store) will be distributed at registration. Required M.P.S. course.

Lecs, T R 2:30–4:25; 2-hour section to be arranged. A. N. Geller.

An introduction to the principles and practices of business finance, including the development of theory and its application in case studies. Specific topics include types of securities and their uses, valuation concepts, capital budgeting, cost of capital, capital structure, dividend policy, long-term financing and bank relations, short and intermediate term financial management, mergers and consolidations, and the legal aspects of financial management.

724 Interpretation and Analysis of Financial Statements Spring. 3 credits. Limited to 20 students. Prerequisite: all required hotel accounting courses. Required M.P.S. course.

Sems, T R 2:30–4:25. A. N. Geller.
The various financial accounting issues encountered in reporting the results of operations of corporate enterprises are discussed. A macro view of the firm will be taken with emphasis on both outsider's views of the operation and decision making through interpretation of the published statements. Current generally accepted accounting principles and future extensions are explored and 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.

Food and Beverage Management

131 Introduction to Food and Beverage Operation and Management Fall or spring.
2 credits. Required.

W 11:15–1:10. J. C. Ross and staff.

An introductory course designed to familiarize students with the language and systems of commercial food and beverage operations. The language of food production, equipment, utilities preparation, cooking, beverage, and service will compose the major portion of the course.

132 Techniques of Food Production Fall or spring. 1 credit. Required.

3-hour sec to be arranged. R. Grout.
This course is designed to familiarize students with the terminology of food, as well as the techniques, methods, and procedures of preparing foods for a commercial food operation.

231 Meat Science and Management Fall or spring. 3 credits. Required. Estimated cost of field trip, \$75.

Lec, M 2:30–4:25; 2-hour lab to be arranged. S. A. Mutkoski.
Deals with the major phases of meat, poultry, and fish service from the hotel, restaurant, club and institutional standpoints; nutritive value, structure and composition; sanitation; selection and purchasing; cutting, freezing, portion control, and specifications; cooking, carving, and miscellaneous topics. A three-day field trip to visit purveyors in New York is required.

[232 Operational Food Production Systems Fall or spring; *not offered after fall 1980*. 3 credits. Required. Estimated cost of utensils, \$30.

M 1:25–2:10; 6-hour lab. T. O'Connor.
Students in the afternoon laboratory plan, prepare, and manage the dinner meal for the Statler Inn main dining room for half of the term and for Café Rhea for the other half of the term. Students in the morning laboratory plan and manage the preparation and service of the luncheon meal in Café Rhea for half of the term and in the main dining room for the other half.]

233 Food Production Systems: Institutional Fall or spring. 3 credits. Prerequisites: 131 and 132. Required.

Lec, M 1:25–2:10; 6-hour afternoon lab. A. L. Colucci.
Application of principles of menu planning, purchasing, receiving, storage, issuing, sanitation, preparation, scheduling, and human relations.

331 Food Production Systems: Restaurant and Banquet Fall or spring (first offered spring 1981). 3 credits. Required. Prerequisite: Hotel Administration 232N.

Hours to be arranged. Food and beverage management faculty.
Preparation techniques and service of à la carte menus, with emphasis on beginning management skills.

332 Restaurant Management Fall or spring (first offered fall 1981). 3 credits. Elective. Prerequisite: Hotel Administration 233.

Hours to be arranged. Food and beverage management faculty.
Policies and procedures of the food and beverage system, food and beverage control, and human relations practices.

333 Corporate Restaurant Management Fall. 3 credits. Prerequisite: Hotel Administration 232. Limited to 30 seniors and graduate students. Hotel elective. Estimated cost of field trip, \$100.

T 10:10, R 9:05–11; labs to be arranged. V. A. Christian.
Principles of modern restaurant management as they relate to small and large corporate organizations. Case studies and lectures cover such topics as: managerial and technical duties, governmental regulations, and guest demands. A field trip to Washington is conducted. This course is recommended only for those with intensive interest in food and beverage management.

337 Survey of Beverages Fall or spring. 2 credits. Limited to seniors and graduate students in the School of Hotel Administration. Hotel elective. Fee for tasting equipment, \$5.

W 7:30–9:25. V. A. Christian.

An introduction to wines, beers, spirits, and other beverages as they relate to the hospitality industry. Samples from a variety of countries, regions, and vineyards are evaluated.

338 Purchasing Spring. 2 credits. Limited to 65 juniors, seniors, and graduate students in the School of Hotel Administration. Hotel elective.

W 2:30–4:25. S. A. Mutkoski.

An in-depth look into the functions of a purchasing department within a hotel or restaurant facility. The managerial aspects of purchasing, such as setting up a purchasing department, the function of the purchasing agent, purchasing specifications, purchasing forms, and controls are considered. Includes many of the products purchased by a food facility: china, flatware, glasses, fabric, meat, frozen foods, canned goods, produce, dairy products, etc. The products will be displayed by leading purveyors and discussed in detail.

430 Introduction to Wine and Spirits Fall or spring. 2 credits. Limited to seniors and graduate students outside the School of Hotel Administration. S-U grades only.

W 2:30–4:25. V. A. Christian.

The course begins with the history of wine and spirits. The main focus is on flavor characteristics, fermentation processes, and brand specifications. Lectures are also given on purchasing, storage, wine tasting techniques, and drink formulas. Samples from a variety of countries, regions, and vineyards are evaluated. Pre-enrolled students who do not attend the first class, and fail to notify the secretary in Statler 212 of their absence, will automatically be dropped from the course.

439 T.A. Training in Food and Beverage Management Fall or spring. 1–3 credits.

Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty.

The student who plans to be a teaching assistant in food and beverage management is exposed to recommended techniques of instruction and such other methodology, reading, etc., as the professor in charge of the course may require.

731 Graduate Food and Beverage Management Fall or spring. 3 credits. Required M.P.S. course. Estimated cost of field trip, \$60.

Lecs, T 12:20, R 11:15–1:10; three 7:30–9:30 p.m. sessions to be arranged. V. A. Christian.

The managerial and operational principles and techniques of planning, operating, and evaluating a food and beverage operation. Special emphasis is placed on menu planning, wine list design, professional standards, and the managerial approach to purchasing, receiving, storage, issuing, preparation and service. A field trip is required.

732 Graduate Operational Food Production Systems

Prerequisite: Hotel Administration 731 or equivalent. Limited to 27 students. Required M.P.S. course. Estimated expense for clothing and utensils, \$95.

Lec, R 2:30–5:30 or R 7–10; 8-hour F Lab.

J. C. Ross. A. L. Colucci.

Students are responsible for production and service of dinner for the Statler Inn main dining room and Café Rhea. The course is designed to teach and apply the fundamentals of food production systems, from menu planning through service, and provide experience in managing a commercial kitchen or dining room. The lecture-demonstration provides further exposure to managerial as well as technical skills.

[733 Corporate Food and Beverage Management

—Hyatt Fall. 3 credits. Prerequisites: Hotel Administration 731, 732, and written permission of instructor. Hotel elective. Estimated cost of field trip, \$125. Not offered 1980–81.

Sem, R 7–9:30 p.m. V. A. Christian and guest lecturers.

The operation of the food and beverage department of a 1,000-room commercial hotel, examining the management and day-to-day operations and support systems. Lectures will be given by managers, directors, and department heads relating their experiences, problems, and successes. A working field trip of four days in Chicago is conducted. Each student will spend two shifts in a department of his or her choice, working with a key staff member or department head.]

735 Graduate Meat Science and Management

Fall. 3 credits. Limited to graduate students. M.P.S. elective.

M 5:30–8:30 p.m. S. A. Mutkoski.

Purchasing, receiving, storage, utilization, and cost analysis of meat, fish, and poultry, as well as meat extenders and analogs, are discussed from the standpoint of commercial food service. This will be done in a seminar-lab combination. Independent research on current problems in meat science and management is required.

Law

247 Law and the Woman Employee Spring. 3 credits. Hotel elective.

M W F 12:20. J. E. H. Sherry.

Designed to enable management to deal with the legal problems of woman employees as they affect the hospitality industry, and to provide the non-law student with information regarding the emerging legal rights of women generally.

341 Law of Business I Fall. 3 credits. Open to juniors and seniors, and a limited number of sophomores. Required.

M W F 10:10. J. E. H. Sherry.

A basic introduction to law and legal relationships in business. A variety of subjects are covered, all intended to aid managers in decision making.

342 Law of Business II Spring. 3 credits.

Prerequisite: Hotel Administration 341. Hotel elective. M W F 10:10. J. E. H. Sherry.

A continuation of 341 for those students who desire more extensive legal training to further their business careers. Emphasis is on the laws pertaining to the Uniform Commercial Code (sales and negotiable instruments); bailments; trusts and estates; transfers by will; unfair competition and trade regulation; bankruptcy and insurance.

343 Law of Federal Securities Fall. 1 credit. Open to juniors, seniors, and graduate students. Best taken after an introductory course in business law.

M 1:25–3:20 (alternate Mondays). P. Panarites.

The overall objective is to acquaint the student with the application of federal securities laws to the hospitality industry. The course will cover capital formation through the public offering of stocks and bonds and the obligations of executives of publicly owned companies. Emphasis will be placed on the rights and responsibilities of the corporate executive, with use of problems drawn from the hospitality industry. The subject will be treated by analysis of case histories.

344 Law of Innkeeping Fall or spring. 3 credits.

Prerequisite or corequisite: Hotel Administration 341 or equivalent. Required.

M W F 9:05. J. E. H. Sherry.

A basic grounding in the fundamentals of hotel and restaurant management as they affect legal rights

and responsibilities. Emphasis is on recognition of issues and organization of solutions in a logical, well-conceived manner.

449 T.A. Training in Law Fall or spring.

1–3 credits. Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty.

The student who plans to be a teaching assistant in law is exposed to recommended techniques of instruction and such other methodology, reading, etc., as the professor in charge of the course may require.

744 Law of Innkeeping for Graduate Students

Fall or spring. 3 credits. Required M.P.S. course.

M W F 8. J. E. H. Sherry.

A review of fundamentals followed by an in-depth consideration of the legal aspects of the hospitality industry.

Properties Management

251 Property Management Graphics Fall or spring. 3 credits. Required.

Lecs, M W 9:05; 2-hour lab to be arranged.

J. M. Loughran.

An introduction to both properties management and hospitality facilities. Components of the course include projection and architectural drawing, site analysis and planning, and hotel functional design. Lab emphasis is on basic graphic skills, including the layout of lodging and dining spaces, and the interpretation of construction drawings.

351 Hotel Mechanical and Electrical Problems I

Fall. 3 credits. Prerequisite: Hotel Administration 251. Required.

Lecs, M W F 11:15; 2-hour lab to be arranged.

J. J. Clark.

Investigation of management problems associated with the mechanical systems of the physical plant. Utility management and energy conservation are emphasized. Water, electricity, and lighting systems as well as sound and acoustics are covered. Basic engineering theory of each system is taught. Capital, operating, and repair and maintenance costs are stressed.

352 Hotel Mechanical and Electrical Problems II

Spring. 3 credits. Prerequisite: Hotel Administration 351. Required. Approximate cost of AIA articles and binders, 75¢.

Lecs, M W F 11:15; 2-hour lab to be arranged.

J. J. Clark, R. A. Compton.

Investigation of management problems associated with the mechanical systems of the physical plant with emphasis on major systems of heating, refrigeration, and air conditioning. The problems of capital expenditures, operating costs, and repairs and maintenance are stressed.

353 Introductory Food Facilities Engineering

Fall. 3 credits. Limited to 20 students. Hotel elective.

Lecs, M W 1:25; 2-hour lab to be arranged.

R. A. Compton.

The basic concepts of food facilities design and planning. Studies are carried out to determine space allocation for kitchens, refrigeration, storage, waste disposal, and service areas. Development of basic production work flow in the preparation and service areas will be emphasized. The basic requirements for the selection of equipment utilizing industry standards for production capability, quality of construction, and ease of maintenance are covered. Labs involve planning, design, and specification writing for a small- to medium-size restaurant kitchen.

354 Food Facilities Equipment Design and Layout

Spring. 3 credits. Prerequisite: Hotel Administration 353 or equivalent.

Lecs, M W 1:25; 2-hour lab to be arranged.

R. A. Compton and M. H. Redlin.

A course designed to apply the basic concepts of food facilities design to advanced applications. Emphasis will be focused on preparing a program, developing and critiquing equipment layouts, mechanical and electrical spotting, and equipment detail drawings.

451 Physical Plant Planning and Construction

Fall or spring. 3 credits. Prerequisite: Hotel Administration 352. Required.

Lecs, M W F 12:20-1:10; 2-hour lab to be arranged. Fall, R. A. Compton; spring, R. A. Compton, R. H. Penner.

The construction, renovation, and maintenance of hotels and food service operations are discussed and analyzed. Procedures, methods, and materials used in new construction projects are covered as well as repair, rehabilitation, and renovation of existing structures. Building codes, trade practices, materials, cost estimation, and management responsibilities are emphasized.

453 Seminar in Environmental Control

Fall. 3 credits. Limited to 10 students. Prerequisite: Hotel Administration 351, 352 and written permission of instructor. Hotel elective.

Hours to be arranged. J. J. Clark.

Application of topics covered in Hotel Administration 351-352 to realistic projects. Projects for a given term are decided at an early seminar and emphasize utility management and control, interhal environmental control (light, HVAC, acoustics), and ecological considerations.

454 Seminar in Hotel Planning

Fall. 3 credits. Prerequisite: Hotel Administration 351 and written permission. Limited to 16 students. Hotel elective.

T R 11:15-1:10. R. H. Penner, J. M. Loughran.

The hotel planning process, emphasizing program development, site selection, conceptual design, and building systems. Discussion of space allocation, hotel equipment and furnishings, establishing budgets, and responsibilities of the development team. One or two team projects are developed.

455 Seminar in Restaurant Planning

Spring. 3 credits. Limited to 12 students. Prerequisite: Hotel Administration 351. Hotel elective. Estimated cost of field trip, \$150.

M W F 9:05. R. A. Compton.

The procedures followed in the planning of a restaurant facility. Primary emphasis is on design, engineering, and construction. Discussions of space allocation, trade practices, building and health codes, equipment and furnishings, cost estimations, and management responsibilities when working with professional planners. Case studies are used and a project will be developed. Includes an optional field trip.

459 T.A. Training in Properties Management

Fall or spring. 1-3 credits. Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty.

The student who plans to be a teaching assistant in properties management is exposed to recommended techniques of instruction and such other methodology, reading, etc., as the professor in charge of the course may require.

751 Graduate Study in Project Development and Construction

Fall. 3 credits. Required M.P.S. course.

Lec, T R 8:30-9:45; 2-hour lab to be arranged. R. H. Penner.

The major elements of project development and construction are presented from an engineering management viewpoint. Topics include: feasibility studies, functional planning and design, financing techniques, the bidding process, construction contracts, project scheduling, and actual building construction. Techniques for effective graphic communication are developed and integrated into the design process.

752 Graduate Study in Electrical and Mechanical Systems

Spring. 3 credits. Required M.P.S. course.

Estimated cost of AIA articles and binders, \$4.

Lecs, T R 8:40-9:55; 2-hour lab to be arranged.

J. J. Clark.

The major electromechanical systems of large buildings and lodging properties are considered from a capital-cost versus operating-cost viewpoint. Systems considered include water, heating, refrigeration, air conditioning, electrical, and lighting. Concepts of energy conservation and efficient utilities management, beginning with the original selection of equipment through operating procedures, are emphasized. Students analyze case studies, criticize papers and reports, and suggest new systems and modifications.

Communication

161 Typewriting Fall or spring. 2 credits. Hotel elective.

M W F 10:10 or 11:15. B. B. David.

A course in elementary typewriting, designed for students who want to learn touch typing.

165 Basic Business Writing Fall or spring.

3 credits. Each section limited to 20 students. Required.

M T 9:05, 10:10, 11:15, 1:25, or 2:30.

D. A. Jameson, D. G. Flash, J. Lumley.

This course focuses on strengthening skills in outlining and organizing, understanding and using research sources, and developing skills in writing clearly and precisely. To apply these skills, students write both internal and external reports.

261 Report Typing Fall or spring. 2 credits.

Limited to 32 students. Prerequisite: Hotel Administration 161 or equivalent. Elective.

T R 10:10. B. B. David.

A course in electric typing designed for students who can type but want to improve their speed and accuracy. Special emphasis is placed on the typewritten report as a form of communication. Business letters are typed in various styles and their effectiveness is studied.

262 Typewriting and Business Procedures Fall

or spring. Limited to 32 students. Prerequisite: Hotel Administration 161 or equivalent. Elective.

M W F 12:20. B. B. David.

Students who already know touch typing develop sufficient speed and accuracy on electric typewriters to meet business standards for an executive assistant in the typing and composing of business letters and special forms of business communication, including tabulated reports. Instruction in filing, duplicating processes, and machine transcription is provided.

263 Shorthand Theory Fall or spring. 3 credits.

Limited to 32 students. Prerequisite: a typing course. Elective.

M W R 1:25. B. B. David.

The basic theory of Gregg shorthand is completed. Dictation and transcription speed is developed to meet the needs of a stenographic position.

265 Effective Communication Fall or spring.

3 credits. Limited to 25 students per section. Required.

Lecs, M 9:05-11 and W 9:05 or T 9:05-11 and R 9:05. Individual conferences arranged throughout the term. F. A. Herman.

This seminar is designed to help students (1) express themselves clearly and effectively and (2) acquire skills to better understand the ideas of others. Principles of the communication process are explored, tested, and reinforced during the term through classroom interaction, case studies, debates, and individual and group videotaped presentations.

268 Written Communication Fall or spring.

1 credit. Limited to 18 students. S-U grades only. Elective.

Hours to be arranged. M. M. Kreithen.

Principles and techniques of writing, including clarity, style, interest, and collection and presentation of data. Individual conferences are an integral part of the course.

364 Advanced Business Writing Fall or spring.

2 credits. Limited to 14 upperclass and graduate students. Hotel elective.

F 11:15-1:10. M. M. Kreithen.

Students learn the techniques of good letter composition needed by an executive. Skill is developed in correct procedures for machine dictation and dictation to stenographers.

469 T.A. Training in Communication Fall or

spring. 1-3 credits. Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty.

The student who plans to be a teaching assistant in communication is exposed to recommended techniques of instruction and such other methodology, readings, etc., as the professor in charge of the course may require.

Science and Technology

171 Food Chemistry I Fall. 3 credits. Required.

Lecs, M W F 8; 1-hour lab to be arranged.

P. Rainsford.

Principles and concepts of inorganic and organic chemistry, with emphasis on the chemistry of fats, carbohydrates, and proteins.

172 Food Chemistry II Spring. 4 credits.

Prerequisite: Hotel Administration 171 or equivalent. Required.

Lecs, M W F 8; 3-hour lab to be arranged.

P. Rainsford.

The chemistry of fats, carbohydrates, and proteins is emphasized in relation to food products and food production techniques. The roles of additives in food, colloidal phenomena, food processing, and reconstitution techniques are studied.

173 Sanitation in the Food Service Operation

Fall or spring. 2 credits. Required.

Lec, T 1:25; 2-hour lab to be arranged.

B. Richmond.

The causes and prevention of food spoilage and food-borne disease. Sanitary principles applied to the hospitality industry, including laws, rules, and regulations. Emphasis is on current outbreaks of food-borne illnesses.

174 Information Systems Fall or spring. 3 credits.

Required.

M 1:25 and W 1:25-3:20. D. H. Ferguson.

An introduction to information systems and computing machines. Students learn basic programming skills for application to selected business problems. The concept of file processing is introduced to provide the student with an understanding of computing as it applies to the hospitality industry. Programs are executed on the University's computing system.

274 Hotel Computing Applications Fall or spring.

3 credits. Prerequisite: Hotel Administration 174 or equivalent. Hotel elective.

Lecs, T 2:30-4:25, R 1:25; 2-hour lab to be arranged. R. G. Moore.

The course exposes students to the diverse applications of computing technology within the hospitality industry. Half of the course is devoted to hotel computing systems and the remainder to systems used in the restaurant, club, and food-service industries. Special attention is given to

the new generation of electronic cash registers and point-of-sale devices available to the food-service operator.

371 Principles of Nutrition Fall or spring. 3 credits. Prerequisites: Hotel Administration 171 and 172 or equivalent chemistry courses. Elective. M W F 12:20. M. H. Tabacchi.

Designed especially for students interested in the food industry. The nutrient composition of fresh and processed foods, nutrient handbooks, recommended daily allowances, nutrition labeling, additives, special diets, fad diets, and weight control. The uses of nutrients and nutrient interactions are emphasized.

374 Business Computer Systems Design Fall or spring. 3 credits. Elective. Prerequisite: Hotel Administration 174 or 774 or equivalent.

T R 12:20, plus recitation to be arranged. R. G. Moore.
Programming in "Business Basic," an interactive, easily learned computer language commonly used on small business computers; installing a computerized business system and processing information; and designing a business computer system using data base management programs on an IBM 5110 computer. The course is intended for students who expect to be working with computer systems and desire experience in hospitality electronic data processing.

479 T.A. Training in Science and Technology Fall or spring. 1-3 credits. Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty.
The student who plans to be a teaching assistant in science or technology is exposed to recommended techniques of instruction and such other methodology, reading, etc., as the professor in charge of the course may require.

771 Graduate Food Chemistry Fall. 4 credits. Required M.P.S. course.

Lecs. M W F 10:10; 2½-hour lab to be arranged. M. H. Tabacchi.
The chemistry of fats, carbohydrates, and proteins is emphasized in relation to food products and food production techniques. Additives in foodstuffs, colloidal phenomena, food processing, and reconstitution techniques are studied.

774 Computers and Hotel Computing Applications Fall or spring. 3 credits. Required M.P.S. course. Limited to 30 students.

Lecs. M 2:30-4:25. W 1:25; 2-hour lab to be arranged. R. G. Moore.
The first segment of the course is devoted to learning computer concepts and PL/I programming. Programs written by the students are executed on the University's IBM 370/168 computer. During the second part of the course, the introduction of the computing machine to the hospitality industry is examined from several viewpoints: managerial impact, cost justification, user reaction, and guest satisfaction. The various successes and failures of hotel computing systems are analyzed in detail. Students in the course use a Sweda 800/80 front-office system.

Economics, Marketing, and Tourism

281 Macroeconomics Fall. 3 credits. Required. T 11:15-1:10; 1-hour sec to be arranged. D. Sher.
Modern economic problems are examined in historical perspective, as national issues, and in the economic context of business decisions.

282 Microeconomics Spring. 3 credits. Required. M W F 10:10 or 11:15. Faculty.
An analytical look at the basis of production and consumption behavior, market structures, the pricing system, resource allocations, market failures, and public policies directed toward these failures.

283 Principles of Marketing Fall or spring. 2 credits. Hotel elective.

T 11:15-1:10. W. H. Kaven.
The economic principles of marketing, with emphasis on the marketing of services.

284 Tourism Fall. 3 credits. Hotel elective. T 1:25, R 2:30-4:25. M. A. Noden.

The primary characteristics of foreign and domestic tourism. Areas of concern include geographic considerations, development of infrastructure and superstructure in host countries, travel delivery systems, and the social and cultural aspects of tourism. Transportation, the travel service industries, and the socioeconomic effects of tourism on developing countries are emphasized. Consideration is also given to travel research and marketing.

285 Hotel Sales Fall or spring. 2 credits. Hotel elective.

F 2:30-4:25. D. A. Dermody.
A practical approach to the selling of hotel space with particular emphasis on selling to and effectively serving groups.

381 Advertising and Public Relations Fall. 2 credits. Limited to juniors, seniors, and graduate students. Hotel elective.

F 11:15-1:10. Faculty.
This is the first of two courses covering the essential phases of hotel-motel marketing. Topics include advertising, publicity, public relations, and sales communication.

382 Cases in Hospitality Marketing Spring. 2 credits. Hotel elective. Prerequisite: Hotel Administration 283 or 781.

M 1:25-3:15. W. H. Kaven.
A continuation of Hotel Administration 381. A case-study course focusing on market planning; marketing strategy formulation; price, promotion, place, and product program design.

383 Seminar in Selected Topics in Hospitality Marketing Fall or spring. Prerequisite: Hotel Administration 283 or 781. Hotel elective.

W 2:30-4:25. W. H. Kaven.
The marketing strategy and its development through opportunity analysis, research, and target market selection. A continuing seminar that changes focus each semester over a four-semester cycle. Devoted to topics of current interest each semester. Course topic announced in advance each semester.

481 Seminar in Advertising and Public Relations Fall. 2 credits. Prerequisite: Hotel Administration 381. Hotel elective.

F 2:30-4:25. Faculty.
Case histories of the advertising, publicity, business promotion, and public relations of hotels, resorts, restaurants and national travel attractions are studied.

483 Psychology of Advertising Fall. 3 credits. Limited to 30 seniors and graduate students. Prerequisites: Hotel Administration 111 and 283, or equivalent, or permission of instructor. Hotel elective.

M 2:30-5 and 7-9:30 p.m. (alternate Mondays). P. C. Yesawich.
The principles of psychology employed in advertising. Topics include: learning, perception, motivation, advertising research, consumer behavior, and advertising strategy.

489 T.A. Training in Economics, Marketing, and Tourism Fall and spring. 1-3 credits. Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty.
The student who plans to be a teaching assistant in economics, marketing, or tourism is exposed to recommended techniques of instruction and such other methodology, reading, etc., as the professor in charge of the course may require.

781 Marketing Management Spring. 3 credits. Required M.P.S. course.

T 11:15-1:10, W 11:15. Faculty.
Hospitality marketing management decision making. Emphasis is on managerial analysis of the marketing environment; market opportunity analysis; and marketing strategy design, implementation, and control.

Independent Research

600-680 Undergraduate Independent Research Fall or spring. Variable credit. Prerequisite: written permission. Hotel elective. *Only the first three credits of directed study may count as hotel electives during the student's undergraduate academic career.*

Additional directed study, if taken, is applied toward free electives, except for the work-study program of 12 credits. *Permission in writing is required prior to course enrollment.*

Faculty.
Students pursue independent research projects under the direction of a faculty member.

600 Administrative and General Management

601 Work Study - Operations 6 credits.

602 Work Study - Academic 6 credits.

610 Human Resources Management

620 Accounting and Financial Management

630 Food and Beverage Management

640 Law

650 Properties Management

660 Communication

670 Science and Technology

680 Economics, Marketing and Tourism

700-900 Graduate Independent Research Fall or spring. Variable credit. Limited to graduate students. Prerequisite: permission of instructor. *Obtain permission form from the school's graduate office.*

Faculty.
The student plans a project and locates a faculty member willing to supervise the study.

700 Administrative and General Management

710 Human Resources Management

720 Accounting and Financial Management

730 Food and Beverage Management

740 Law

750 Properties Management

760 Communication

770 Science and Technology

780 Economics, Marketing, and Tourism

800 Monograph I

801 Monograph II

802 Master of Science Thesis Research

803 Graduate Teaching Internship

900 Doctoral Thesis Research