

SCHOOL OF HOTEL ADMINISTRATION

ADMINISTRATION

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DEGREE PROGRAMS

| | <i>Degree</i> |
|-------------------------------------|---------------|
| Hotel and Restaurant Administration | |
| | 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 revamped academic and executive-education programs, and provide 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; preference is 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 services, and natural sciences, as preparation for assuming positions in the business community. Included in the basic curriculum are courses in financial management, food and beverage operations, administration, and physical-plant management.

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 23-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 |
| | <hr/> 45 |

In the core, transfer credit may be allowed against basic courses only (for example, HA 103, HA 136, HA 225, Econ 101 and 102, etc.). Any others (including HA 243 and HA 174) must 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 instruction. These include operations management, human-resources management, financial management, food and beverage management, marketing, properties management, communications, and hospitality management (self-directed).

When students select one of these 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 hotel or restaurant industries. 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 Research

Students may conduct independent research (directed study) projects in any academic area of the school under the direction of a faculty member. Credit is arranged on an individual basis. Only the first 3 credits of directed study may be credited against concentration credits during the undergraduate years. Additional directed study is credited against free electives. To enroll in an independent research project, students must obtain written permission from the school before course registration.

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 can be applied as free electives. With faculty approval some credits might be applied toward a concentration. Students enrolled in this program have an opportunity to combine managerial readings and previous course work with challenging work experience. Application for admission should be made one semester in advance. Guidance is provided by school staff members under the direction of a faculty committee. 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. The student is charged reduced tuition for off-campus internships.

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 representative, Professor Thomas Kelly, 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 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> |
|--|----------------|
| Operation Management: 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: Economics 101,102 | 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 |
| Econ 101, Microeconomics | 3 |
| Econ 102, 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, Facilities Development, Planning, and Construction | 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 Operation and Renovation | 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 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 monograph, and 14 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 (if no required courses are exempted, 50 credits may be necessary to complete the program). Track IV students must take 12 credits in a concentration, 6 credits of monograph, prerequisites, and any required courses not yet completed.

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, 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 registrar in room 178 Statler Hall, telephone 255-3739.

OPERATION MANAGEMENT COURSES

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

T R 1:25. R. Chase.

A theory-based course in management. General reference will be toward the hospitality industry. The course is organized around the traditional management functions of planning, organizing, leading, and controlling.

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. P. Rainsford.

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: 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.

This course focuses on the design, development, and appropriateness of organizational systems, processes, and structures from a managerial perspective. Students will become familiar with alternative organizations, including hospitality organizations, through readings, case studies, and field experiences.

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.

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 10:10-11:25. M. Noden.

A lecture course in the operation of resort hotels and condominiums. Resorts of various types, seasons, and economic levels are considered. Emphasis is on the promotion of business, the provision of facilities, services, and guest entertainment. Contract and non-contract relationships with the travel industry are reviewed. Terminology, rental-pool agreements, S.E.C. regulations, state statutory requirements, developer-management-owner contracts, and relationships in condominiums are reviewed. Tax implications of both condominium ownership and management are fully considered.

H ADM 306 Franchising in the Hospitality Industry

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

M 1:25-4:25. Faculty.

Relationships between franchisor and franchisee, advantages and disadvantages of franchising, structure and services offered by franchisors. Case studies of leading lodging and restaurant companies currently offering franchises will be discussed. Guest speakers from the franchising industry.

H ADM 402 Hospitality Management Seminar

Fall. 1 credit. Limited to 20 seniors and graduate students. By permission of instructor only. Submit letter of interest to dean's office. 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.

The course 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. Limited to 25 hotel school students. Prerequisites: all required undergraduate courses at the 100, 200, and 300 levels. Elective.

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

This course 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.

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

This course 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

Fall or spring. 3 credits. Limited to 30 seniors. Estimated cost of field trip, \$250. Elective.

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

This course provides students with an opportunity to integrate and evaluate the substance of earlier course work as they reconcile theory and practice. A required field trip to a participating hotel is followed by class visits by various representatives of this property. The field trip is scheduled early in the semester; therefore, it is mandatory to attend the first class to maintain your place in the course or to get on the waiting list for any openings.

H ADM 408 Casino Management

Fall or spring, first 7 weeks only. 2 credits. Limited to 50 students. Prerequisite: H Adm 325. Estimated cost of field trip, \$150. Elective.

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

Topics include the importance of casino operations in a casino hotel and 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 students. Prerequisites: H Adm 211 and 212. Elective.

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

This course 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 business organization, comparative corporate strategies, marketing and distribution networks, operation and service management, union relations, finance, government regulation, and air transport. Case studies will be used 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.

T R 2:30-3:45. F. Berger and D. Ferguson.

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, 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. R. Perry.

This survey course 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. Practical exercises and psychometric instruments will be used to address these realities and to help students adapt their personal style to the ever-changing conditions of human resources management. A project will be assigned for completion by each student.

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 by the registrar prior to acceptance into the course. Must be taken in conjunction with H Adm 602. Independent research. 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 research. 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 from the managing director of the Statler Hotel. 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 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.

The course focuses on strategic planning and on strategy and policy 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 9:05. J. Clark.

This course covers procedures for developing and writing the M.P.S. monograph. See the M.P.S. Student Handbook for a full discussion 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 discussion 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.

The course examines the role of human-resources management in organizations, starting with an introduction to the personnel function and an analysis of the social, legal, international, and competitive factors influencing HRM. The course examines the selection process, training, motivation, development, compensation, performance appraisal, and labor relations. It assumes a managerial perspective and emphasizes class discussion and case analysis.

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. Faculty.

An introductory study of the human-resources management function, with an emphasis on issues and applications within the hospitality industry. How organizations plan, staff, train, develop, and motivate employees to use their human resources more effectively.

H ADM 212 Human-Relations Skills

Fall or spring. 3 credits. Limited to 100 students, no freshmen. Prerequisite: H Adm 100 or 103, or written permission of instructor. Lab fee, \$15. Attendance at first class is mandatory. Required.

T R 8:40–9:55. F. Berger.

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.

Training is a fundamental responsibility of hospitality managers and a primary solution to human-resource management problems. 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. Not offered 1991–92.

Applications of organizational behavior will be explored through lectures, case studies, and management games and exercises. Students will participate in experimental labs aimed at enhancing their effectiveness as members or

leaders of groups. Topics that will be studied include leadership, decision making, motivation, power, and organizational change.]

H ADM 416 Special Studies in the Management of Human Resources

Spring. 3 credits. Limited to seniors and graduate students, and others with permission of instructor. Prerequisite: H Adm 211 or equivalent. Elective.

M W 8:40–9:55. C. Enz.

This course surveys broad, comprehensive human-resources management policy areas (employee relations, staffing, reward systems, and work-system design) from the strategic perspective of the general manager. Case studies and industry guest speakers are utilized. In addition to diagnosing and formulating strategic management-action plans, current trends, essential competencies, and related research developments are examined.

[H ADM 511 Current Problems in the Management-Labor Relationship

Fall. 2 credits. Limited to juniors, seniors, and graduate students. Not offered 1991–92. Elective.

W 1:25–3:20.

A seminar course addressing issues affecting industry in general, but with particular emphasis on the service industry. Topics range from wage systems to sexual harassment. The course is for undergraduate students with management career goals who wish to understand the issues facing management in a constantly changing work force and environment.]

H ADM 512 Managing Organizational Change and Productivity

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

T R 8:40–9:55. C. Lundberg.

The critical issue facing managers today is how to cope with the endless barrage of socio-technological changes that confront them daily. Effective leaders must be able to plan and implement strategies that will enable changes to be realized in organizational development processes. This course will emphasize managerial and consulting techniques to identify and bring about changes in organizations and will provide 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. This course will focus 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.

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.

The course examines the roles of managers as negotiators, both within the organization and for the organization. There will be discussion of planning and preparations, tactics, strategies, trends, power, timing, persuasion, the win-win concept, and developing alternatives. Cases are used and there will be opportunity for 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. T R 10:10-11:25. Faculty.

The course will focus on development of human resources management skills and exploration of the dilemmas and responsibilities of leadership. Students will gain insight into their patterns of management behavior by integrating conceptual material with management games and simulations, interaction analysis, and constructive feedback. Industry executives will evaluate students' management skills.

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 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. Prerequisite: H Adm 123 or equivalent, or permission of instructor. Elective.

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

Corporation finance topics include goals of the firm, time value of money, financial markets, the Federal Reserve System, interest rates, financial statement analysis and planning, working capital policy and management, risk and return, basic security valuation models, cost of capital, capital budgeting, capital structure, and dividend policy.

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. N. Geller, S. Carvell, and J. Marler.

The course 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 current asset management, short- and long-term financing, capital budgeting, and problems in international finance and accounting.

H ADM 322 Investment Management

Fall or spring. 2 credits. Limited to juniors, seniors, and graduate students. Elective.

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

The course covers institutional and analytical aspects of security analysis and investment management: securities markets, sources of investment information, bonds and stocks valuation, risk-return analysis, behavior of security prices, portfolio analysis, and portfolio management. The course also covers the capital asset pricing theory, the generic stock investment strategy, the screen-to-profile approach, ranked order analysis, and their practical implications for security analysis and investment management. Computer-assisted analysis is discussed and applied in a realistic manner, using large databases and interactive screening computer packages. No previous knowledge of computers is required. Students participate in an investment game in which they select and manage large portfolios under real-life conditions.

H ADM 323 Hospitality Real-Estate Finance

Spring. 3 credits. Prerequisite: H Adm 325 or 725, or equivalent. Elective.

M W 12:20-2:15. J. Eyster.

This course focuses on real estate financing for hospitality-oriented projects. The following topics are addressed: methods of measuring rates of return; feasibility and appraisal processes; equity and debt financing vehicles to include joint ventures, limited partnerships, construction mortgages, participating, convertible, and seller-financed mortgages; forms of operating agreements to include management contracts, leases, and franchises; workout strategies for distressed properties; trends in international hotel franchising; and ethical issues of real estate development. Presentations of hospitality industry real estate practitioners will tie course material to current industry practices.

H ADM 325 Hospitality Financial Management

Fall. 3 credits. Prerequisite: H Adm 226. Required.

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

The course integrates the areas of financial accounting, managerial accounting, and finance and applies the interpretive and analytical skills of each to hospitality-industry situations. Specific 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 using the above techniques 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 budgeting decisions, cash management, capital budgeting decisions, risk analysis, and working capital management. Although applicable to all businesses, course material and outside readings will relate the above topics to specific problems, issues, and solutions applicable to the hospitality industry. The course 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. The course explores the application of managerial accounting concepts to the hospitality industry. Case studies will be utilized.

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 and actual techniques of functioning systems of internal control are examined, as is the impact of technology.

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 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 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, the cost and demand sides, the 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 critically 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.

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.

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. To fill this void a variety of topics are discussed, such as 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 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 as well as 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 and its acceptance in capital markets. The underlying objective of the financial statement expertise is to analyze a firm as a whole and interpret that analysis. Emphasis is on both outsiders' views of the company and decision making through interpretation of the 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 in long-term capital-budgeting decisions. The student's ability to effectively communicate analytical results will be demonstrated.

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.

M W 11:15–1:10. A. Arbel.

An introduction to the principles and practices of corporate finance, including the development of theory and its application in real-life projects. Topics include types of securities and their uses, risk analysis, valuation concepts, capital budgeting, cost of capital, capital structure, dividend policy, long-term financing, financial planning, short- and intermediate-term financial management, and mergers and consolidations. Computer-assisted decision support models are applied in a realistic manner using interactive packages. The course assumes knowledge of quantitative techniques and basic statistics.

FOOD AND BEVERAGE MANAGEMENT COURSES**H ADM 136 Food and Beverage Management**

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

M W 1:25–3:20. G. Norkus.

An introduction to the principles of food and beverage management, beginning with an overview of the food-service industry at large. Attention is focused on major industry segments, business practices, and trends. Subsequently, 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 throughout.

H ADM 230 Introduction to Culinary Arts

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

T 1:25–5:25. Faculty.

This course will be a study of food groups, their respective methods of preparation, cooking, presentation, and holding. The course is designed specifically for non-hotel students who are interested in learning the professional approach to food preparation and service with hands-on practice. Students will be involved in food product identification, preparation and service methods, and learning the 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. D. D'Aprix.

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.

This course is designed to introduce the student to food and beverage operations through three major components: fundamental food composition and properties, food products and preparation, and food safety and sanitation. Students will prepare recipes, menus, and production schedules. Students 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 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. Required.

F 11:15–1:10. C. Muller, G. Pezzotti,

R. Spies, J. Ridley, and R. White.

A restaurant-management course in which each student participates as a manager of an upscale, full-service restaurant operation. Lectures cover 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. Many aspects of production and service in an upscale setting will be experienced, discussed, and demonstrated. 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. A significant responsibility of each student is the preparation of a planning and summary report.

[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 1991–92 or 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 Food Composition and Properties of Food: Chemical and Microbiological Aspects

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 and B. Richmond.

A study of the chemical and microbial properties of raw and cooked foods used and served in the food-service industry. Lectures cover the chemistry of water, carbohydrates, fats, and proteins in relation to food groups. Labs provide the opportunity to produce menu items and to relate food-production techniques to material presented during lectures. Emphasis is placed on development of the student's sensitivity to flavor, texture, aroma, and appearance, and on awareness of food safety.

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 9:05. M. Tabacchi.

Especially designed 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. Personnel required and legal, medical, and managerial implications will be discussed. Guest speakers from various spas, wellness centers, and fitness centers will be included. Assessing personal fitness levels is included.

[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 1991–92 or 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. Limited to hotel school juniors, seniors, and graduate students, and seniors and graduate students in all other colleges. All students, except those in the hotel school, must be 21 years old. S-U grades only. Elective.

W 2:30–4:25 (fall and spring); R 2:30–4:25 (spring). S. Mutkoski, B. Lang.

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. Lecture 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 instructors' 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. Limited to 20 students. Prerequisite: written permission of instructor. Five field trips required; maximum total cost, \$250. Elective.

T 2:30–4:25. T. Kelley, D. D'Aprix.

The course is designed for students who have a strong interest in food and beverage operations and who may be considering a career as an entrepreneur. Under the supervision of the instructor, and utilizing student-developed case studies, the students visit and analyze various independently owned restaurant operations. Analysis covers, but is not limited to, 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. Limited to 20 seniors and graduate students, and others with permission of the instructor. Estimated cost of field trips, \$50. Elective.

M 1:25–3:20. Faculty.

This course is designed for upper-level students who intend to pursue food and beverage careers. The course serves to advance one's knowledge about beers and other malt beverages in terms of managing such products in a restaurant setting or other food-service outlet. Lecture topics will 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. Required field trips to local breweries.

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

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

W 10:10; F 10:10–12:05. T. O'Connor.

This course is 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 will be presented. Course work involves readings, small investigative projects, discussions, local site visits, and a field trip.

H ADM 434 Desserts Merchandising

Spring. 3 credits. Prerequisites: H Adm 335 and 732. Elective.

R 9:05. T. Neuhaus.

A hands-on course providing exposure to a variety of breads, pastries, cakes, and other desserts. Students develop production skills and an appreciation of quality, and gain experience in marketing and selling pastries.

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.

This course expands upon the concepts of purchasing and supply management that were developed in H ADM 136 and 731. The course is 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. The labs provide the opportunity for the students to 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, B. Lang.

This course is designed for upperclass students who intend to pursue food and beverage as a career. The course 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 highlight industry trends and outlooks.

H ADM 437 Seminar in Culture and Cuisines

Fall. 3 credits. Limited to 20 students.
Prerequisite: H Adm 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.

The catering industry is among the fastest growing segments of the hospitality industry. This course 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 531 Reviewing the Restaurant: The Consumer's View of the Dining Experience

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

Lec, M 12:20-2:15; lab, W 1:25-2:15.
T. Kelly and J. Lumley.

This course will train 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 have the opportunity to examine and enhance his/her critical writing skills, as the course will require each student to complete approximately ten restaurant reviews. A class "editorial board" will choose reviews which will be distributed to the School of Hotel Administration students, faculty, and staff via a class newsletter. Required field trip.

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 will be required.

H ADM 533 Current Issues in Food Safety and Sanitation

Spring. 2 credits. Limited to juniors, seniors, and graduate students. Prerequisite: H Adm 136, 236, 732, or permission of instructor. Elective.

W 12:20-2:15. B. Richmond.

A study of current issues in food safety and sanitation procedures and regulations that affect managerial decisions in food service and hospitality operations. Topics include risk assessment and hazard analysis; legal responsibilities related to food, food handlers, 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 is offered with this course. The exam is optional.

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. T. Kelley, D. D'Aprix, B. Halloran.

The course is 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. M. Tabacchi, B. Halloran.

The course will build an awareness and understanding of today's health-conscious foodservice consumer. Instruction will 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. B. Lang.

An extensive "hands on" class enabling students to study and taste regional varietal wines and understand wine and food pairing principles. Topics will also include an overview of the present wine industry's response to current and pending legislation and the necessity of marketing wine through its relationship with food via wine lists, creative theme dinners, and on-premise merchandising. Students involvement will include the design, organization, and presentation of a wine and food tasting, and the development of a thematic wine list. Classroom participation will be expected and encouraged.

H ADM 731 Food and Beverage Management

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

M W 10:10-11:25. T. Kelly.

The course focuses on the technical, managerial, and human-resources skills needed to be successful in food-service management. Topics such as market analysis, concept development, menu planning, operations management, and marketing are addressed in a seminar format. Current and future issues affecting the food-service industry are addressed.

H ADM 732 Graduate Restaurant Management

Spring. 3 credits. Limited to 24 students.
Prerequisite: H Adm 731. M.P.S. requirement.

R 1:25-4:25. M. Tabacchi, 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 covering the principles and processes of marketing; the understanding of consumer purchase behavior; and the fundamentals of product planning, distribution, promotion, and pricing in the development of strategic plans.

H ADM 243 Principles of Marketing

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

T R 10:10-11:25. W. Kaven.

This course is intended to provide the undergraduate hotel administration student with an overview of the discipline of marketing as it applies to the hospitality industry. The primary aim is to understand how a marketing strategy is devised, especially the interrelationship of company objectives, internal resources, and the external operating environment. A second aim is to show 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 11:55-1:10. M. Noden.

An introductory course in the study of tourism. The origins and evolution of contemporary tourism are carefully 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. A series of guest lectures by well-known experts from the travel industry highlight the economic operations and effects of tourism in both the public and private sectors.

H ADM 245 Hotel Sales Management
Spring, second 7 weeks only. 2 credits.
Limited to 30 students. Prerequisite: H Adm
243, 741, or equivalent. Elective.
F 1:25-5. Faculty.

The course emphasizes understanding and managing the sales function in hotels. Topics include market plan development, sales strategies, market purchase behavior, allocation of resources, and evaluation of results. Readings, lectures, and cases.

H ADM 349 Seminar in Selected Cases in Hospitality Marketing

Fall. 3 credits. Limited to seniors and others with permission of instructor. Prerequisite: Principles of Marketing. 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: Econ 101 and 102, 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 of various tourism-generating areas are used. Occasional guest lectures are given by experts in both public and private sectors.

H ADM 449 International Marketing

Fall. 3 credits. Prerequisites: Econ 101 and 102. Elective.
T R 2:30-3:45. W. Kaven.

This course develops students' understanding of international marketing with emphasis on hospitality-industry applications. It focuses on (1) the similarities and differences that exist between domestic and international marketing and (2) 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.

The management of external communication programs for firms in the hospitality industry. Topics include advertising, public relations, sales promotion, direct mail, and telemarketing.

H ADM 543 Marketing Research

Fall or spring. 3 credits. Limited to 40 students. Prerequisites: a principles of marketing or marketing management course and Introduction to Statistics/Quantitative Methods. Elective.
M W 8:40-9:55. 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

Spring. 3 credits. Limited to graduate students. Prerequisite: a previous marketing course. Elective.
T R 11:55-1:10. L. Renaghan.

Marketing principles applicable across the entire service sector. The marketing strategies of many service-industry firms are evaluated. New marketing approaches uniquely applicable to services are considered, as well as the reformulation of traditional principles from consumer- and industrial-goods marketing.

H ADM 545 Services Marketing in the Hospitality Industry

Fall. 3 credits. Limited to hotel school students. Prerequisite: a marketing course or permission of the instructor. Elective.
M W 8:40-9:55. L. Renaghan.

This course will help students preparing for ownership or management positions develop an understanding of services marketing principles applicable to the hospitality industry. Marketing strategies of service firms from many segments of the hospitality industry will be evaluated. These include hotels, restaurants, travel agencies, and airlines. New marketing approaches uniquely applicable to services are considered as well as the reformulation of traditional marketing principles from consumers and industrial goods marketing. Class sessions will consist of lectures, case discussions, exercises, and guest speakers.

H ADM 546 Marketing and Sales Management for Hotels

Fall. 3 credits. Prerequisite: Principles of Marketing. Elective.
T R 11:55-1:10. C. Dev.

Effective property level marketing management is critical for organizations operating in a competitive business environment. Students will learn about the 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. The course will use text material, cases, relevant articles, lectures, and key speakers. 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.

The purpose of this course is to train students in applications of marketing science to large service industries, particularly in the areas of consumer preferences, service site selection, market segmentation, and sales response to marketing mix and service quality variables.

H ADM 741 Graduate Marketing Management

Fall. 3 credits. M.P.S. requirement.
T R 8:40-9:55. 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 Market Planning in the Hospitality Industry

Spring. 3 credits. Limited to graduate students. Prerequisite: a previous marketing course and permission of instructor. Elective.
T R 8:40-9:55. C. Dev.

Corporate marketing concepts and principles. Topics to be examined 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 experienced guest speakers.

PROPERTIES MANAGEMENT COURSES

H ADM 255 Facilities Development, Planning, and Construction

Spring. 3 credits. Not open to freshmen. Required.
M W F 10:10. R. Penner.

Through lectures and labs, the course presents an introduction to and management overview of the problems and opportunities inherent in the development and planning of hospitality facilities. Course components include the project-development sequence; conceptual and space planning; architectural design, engineering, and construction criteria; and the interpretation of architectural and consultant drawings. The 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 Principles of Real Estate

Fall. Limited to juniors and seniors (graduate students must enroll in H Adm 651). 3 credits. Elective.
T R 2:30-3:45. J. Corgel.

This 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, 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 351 Hospitality Facilities Design and Analysis

Fall. 3 credits. Prerequisite: H Adm 255 or 751 or permission of instructor. Elective.
F 11:15. 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. Limited to 20 students. Prerequisite: H Adm 351. Minimum cost of required field trip, \$200; purchase of drawing supplies, \$75. 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 design 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 Introductory Food-Service Facilities Design

Spring. 3 credits. Limited to 12 students. Prerequisites: H Adm 351 and 335 (coregistration is acceptable). Elective.

M W 1:25. M. Redlin.

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. Prerequisites: H Adm 351 or equivalent studio experience. Elective.

M 1:25. J. deRoos.

A course in 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 Operation and Renovation

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 and maintenance departments. The renovation needs of hospitality facilities are examined and key managerial aspects of renovations are considered.

H ADM 356 Hospitality Risk Management

Spring. 3 credits. Limited to 30 hotel students. Students cannot receive credit for both H Adm 356 and 357. Prerequisite: H Adm 355, 751, or permission of instructor. Elective.

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

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. Students perform an audit of the safety and security program and systems of a hospitality property.

H ADM 357 Insurance and Risk Management

Fall and spring. 3 credits. Non-hotel students preferred. Prerequisite: introductory accounting 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 358 Hospitality-Industry Real Estate

Spring. 3 credits. Prerequisite: H Adm 323, 350, or permission of the instructor. Elective.

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

This course will expand 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 451 Seminar in Properties Management

Fall. 1 credit. Elective.

F 12:20. D. Stipanuk.

A course that 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. The course assignments give an opportunity to focus on a specific aspect of one of the disciplines.

[H ADM 453 Advanced Food-Service Facilities Planning and Design

Fall. 3 credits. Prerequisite: H Adm 353. Not offered 1991-92. Elective.

M. Redlin.

The course reviews the application of basic concepts of food-service facilities design and planning for a hotel project. Emphasis is on preparing a program, developing equipment layouts, and making presentations to clients.]

H ADM 455 Special Topics in Properties Management

Fall. 3 credits. Limited to seniors and graduate students. Prerequisites: H Adm 355 or 751. 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. Prerequisite: H Adm 355, 751, or permission of the instructor. Elective.

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

This course 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 students. Prerequisite: H Adm 255 or 751. Recommended: H Adm 323 or 350. Elective.

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

The course 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 651 Principles of Real Estate

Fall. 3 credits. Limited to graduate students only. 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 350 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, 350 or 651. Elective.

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

The purpose of this course is to promote 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 8:40-9:45. R. Penner.

The major elements of the project-development, hotel-planning, and construction process. Topics include the role of the development team, feasibility studies, functional planning and design, architectural and engineering criteria, construction contracts, project scheduling, interpretation of architectural drawings, and building construction. Student groups will prepare the program documentation for a new hotel in conjunction with other M.P.S. courses (marketing, F&B management, financial management, and human resources).

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); lec 6, M W F 1:25 (no lec 6 in spring). D. Flash, S. Kiner, J. Lumley, C. Snow, E. Huettman.

An introduction to written communication within a business context. Students learn how to conceive, plan, and develop those written materials that provide much of the information that people in business need to form judgments and make decisions. Focusing on the specific principles, needs, and responsibilities of business communication, the course introduces students to the writing process: analyzing, organizing, using research sources, developing substance, and writing in a clear, precise style. Students write a variety of reports requiring different analytical approaches.

H ADM 266 Intermediate French: Le Français de l'Hotellerie

Spring. 3 credits. Limited to 12 students. Prerequisite: French 123 or equivalent (CPT 560 or above), or written permission of instructor. Elective.

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

This course offers continuing study of the French language, in the context of business affairs, 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 267 Intermediate Spanish: Español de Hotelería

Spring. 3 credits. Prerequisite: Spanish 123 or equivalent (CPT 560 or above) and permission of instructor. Elective.

M W F 12:20. E. Dozier.

An intermediate-level course designed for students interested in improving their proficiency in the language within the thematic context of the hospitality and restaurant

industries. The course provides a solid background of essential vocabulary, practice of all skills, and a review of the cultural background of the Hispanic world.

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. E. Huettman.

This course 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 10:10-11:40; lec 4, T R 2:30-4; lec 5, M W F 11:15. D. Flash, J. Brownell, S. Kiner, A. Simon.

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

H ADM 562.01 Special Topic: Communication and the Multi-Cultural Organization

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

W 7:30-10:30 p.m. Faculty.

A consideration of strategies for communicating across subcultures and for serving diverse customer-client groups. Differences represented by ethnicity, gender, age, sexuality, and physical impairments are among the topics discussed with attention to how differences may influence cooperative working relationships.

H ADM 562.02 Special Topic: Persuasive Communication in Organizations

Fall. 3 credits. Limited to 18 students. Prerequisites: H Adm 165 and 365 for hotel school undergraduates, or permission of instructor. Elective.

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

The principles of persuasion will be examined as they apply to managerial communication tasks. Through studying principles, analyzing case studies, and applying persuasive strategies in simulated workplace settings, students will become better able to analyze communication situations and develop and deliver both written and oral persuasive messages.

H ADM 761 Organizational Communication for Managers

Spring. 3 credits. Elective.

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

A course in organizational communication focusing on the complex interactions that occur when people communicate in organizations. Using business cases and examples, the course highlights the political, sociological, ethical, and psychological dimensions of business communication. Students analyze communication problems and barriers and design organizational strategies to communicate effectively, whether one-to-one, in small groups, or with larger audiences. Cases are linked with an application exercise that helps students perfect their abilities to write, give oral presentations, or interact effectively with others in a professional, managerial context.

[H ADM 765 Effective Communication in Organizations: A Laboratory Approach

Fall, every other year. 3 credits. Elective. Not offered 1991-92.

T R 8:30. Faculty.

Students learn and practice the principles and skills of effective organizational communication. Through case studies, role plays, and simulations, students analyze communication situations and apply communication principles to workplace situations. Emphasis is on the identification and analysis of communication problems and the appropriate application of oral and written communication strategies in business environments.]

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. Moore, B. David, and R. Alvarez.

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 274 Hotel Computing Applications

Fall or spring. 3 credits. Limited to 20 students. Prerequisite: H Adm 174. Elective. M W 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 374 End-User Business Computing Tools

Fall or spring. 3 credits. Elective. T R 1:25. R. Alvarez.

This course 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 571 Analysis and Design of Information Systems

Fall. 3 credits. Not offered 1991-92. 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

Fall. 4 credits. Limited to 25 students. Prerequisites: H Adm 174 and 136 or equivalents, and permission of the instructors. Elective. Not offered fall 1991.

T R 2:30-4:25. R. Alvarez, G. Norkus. The course will explore the role of automated decision support systems in a food and beverage management operation. It will integrate computer tools with management decision-making in an actual operation to explore the opportunities available through this marriage. The course will use case studies, management simulation, and field work. Students will be expected to work with microcomputers.]

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

LAW COURSES

H ADM 387 Business and Hospitality Law

Fall or spring. 3 credits. Limited to juniors, seniors, and graduate students. Required. M W 9:05. J. Sherry.

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

H ADM 487 Real-Estate Law

Summer. 3 credits. Recommended: completion of H Adm 350 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. The course 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, AND LAW 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.

Hours to be arranged. Faculty. The course will present 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. Relative to each industrial segment, emphasis will be placed on historical development, current and future economic impact, role in society, and career opportunity potential. Students majoring in Hotel Administration or those considering a career in a service field should find the course especially beneficial. The semester workload is comprised of required readings, two research papers, a midterm examination, and a final examination.

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 10:10-11:40. A. Hales, J. Eyster. This course 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 to fulfill their Hotel School integrative senior requirement must register for the four-credit option.

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 Business Protocols in the International Marketplace: "Insider Information" for the Consumers of Hospitality Services

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

T 2:30-4:30. Faculty. This course is 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 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 all 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 to be covered include service design, bottleneck and layout analysis, capacity management, work force management, and quality 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.

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. Only the first three credits of directed study may count as hotel school electives during a student's undergraduate academic career. Additional directed study, if taken, is applied toward free electives, except for the Management Intern Program (12 credits). Permission in writing is required before course enrollment. Students should obtain a permission form from the hotel school's registrar. (Occasionally an independent research project can be added after the three-week deadline with support of the faculty sponsor and by formal petition.) Elective.

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

H ADM 600 Undergraduate Independent Study in Operation Management**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 Operation Management**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, Chekita 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.
Simon, Augusta, Ph.D., Ohio State U. Asst.
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
Huetteman, Elizabeth, Ph.D., Lecturer
James, Robert, M.B.A., 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
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
Weishaupt, Hans P., B.S., Robert A. Beck Chair
of Applied Hotel Management
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.