

## SCHOOL OF HOTEL ADMINISTRATION

### ADMINISTRATION

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Steven A. Carvell, associate dean for academic affairs

Cathy Enz, associate dean of industry research and affairs

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Judi Brownell, dean of students

David Sherwyn, academic director, Center for Hospitality Research

Richard Penner, Richard J. and Monene P. Bradley Director for Graduate Studies

Lisa M. Shaffer, director of student services

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Neoma Mullens, associate director of admissions

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Walter C. Williams, director of alumni affairs and development

Christine Natsios, director of alumni affairs

Emily Franco, director of Hotel School/Culinary Institute of America Alliance

Timothy J. Durnford, director of information technologies

Dina Kristof, registrar

### DEGREE PROGRAMS

#### Degree

Hotel and Restaurant Administration	B.S.
	M.M.H.
	M.S.
	Ph.D.

### FACILITIES

**Statler Hall** Statler Hall is a unique building designed explicitly to meet the needs of the faculty and students of the School of Hotel Administration. The building serves both practical and theoretical instruction, among its classrooms, lecture rooms, laboratories, library, computer center, beverage management center, newly refurbished auditorium, and the Statler Hotel and J. Willard Marriott Executive Education Center. Statler Hall and the Statler Hotel were designed explicitly for the school's academic and executive education programs, providing students with training and work experience in facilities similar to those in which they will work after graduation. In the fall of 2004, the school opened the Robert A. and Jan M. Beck Center, a 35,000-square-foot addition to Statler Hall. This \$16.2 million expansion provides state-of-the-art classroom and meeting spaces, a computer laboratory, and

teaching technologies that facilitate an interactive teaching style.

**The School of Hotel Administration's Nestlé Library** The Nestlé Library has the largest single collection of hospitality-related materials in the United States. The collection contains approximately 23,000 books, 2,000 videotapes, and more than 600 journal, magazine, newsletter, and newspaper subscriptions. Materials on lodging, foodservice, travel and tourism, real estate, and general hospitality business topics comprise the core of the library's collections. Among the library's special features are numerous computerized information resources, including *Business Source Premier*, *Proquest*, *Hotel Outlook*, *Mintel Marketing Intelligence*, and the *Hospitality and Tourism Index*, a unique index to hospitality articles. Information resources and services for the hospitality industry are available for a fee through the library's HOSTLINE service. More detailed information about the Nestlé Library can be found at [www.nestlelib.cornell.edu](http://www.nestlelib.cornell.edu). In addition to offering an excellent collection of materials and access to extensive electronic resources, the Hotel School library provides instruction and research support to every student.

**Statler Hotel and J. Willard Marriott Executive Education Center** The Statler Hotel comprises 153 guest rooms, an executive education center, three restaurants, a lounge, and the university's faculty and staff club. The Statler Hotel is an independent, self-sustaining teaching unit that provides quality food and beverage, meeting, and lodging services to the local community and to campus visitors, such as parents and those who visit Cornell as part of the application process. The Statler Hotel provides a unique brand of hospitality that integrates the management theory taught at the Cornell Hotel School with practical expertise of the hotel's professional and student staff. The hotel offers part-time jobs to approximately 200 students each semester with priority given to students in the Hotel School. A select group of students participate in the Statler Leadership Development program and earn supervisory and management positions in the hotel.

### UNDERGRADUATE CURRICULUM

The School of Hotel Administration offers education in the numerous disciplines required for modern management in the global hospitality industry. Included in the core curriculum are courses in operations, management and organizational behavior, human resource management, finance/accounting, real estate development, food and beverage management, marketing, tourism, strategy, facilities management planning and design, communication, information systems, and law. Students also are encouraged to pursue a broad range of elective courses among the humanities, social sciences, and

natural sciences as preparation for assuming leadership positions in the business and local community. For more complete information about undergraduate program requirements, see the Hotel School's *Student Handbook* (available in the Office of Student Services, 180 Statler Hall).

### Requirements for Graduation

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

1. completion of eight semesters in residence for those who entered as freshmen; semesters of residence for transfer students are determined by the amount of transfer credit awarded;
2. completion, with a minimum cumulative grade point average (GPA) of 2.0 (including a GPA of 2.0 in a full-time schedule of courses on campus in the final semester), of 120 required and elective credits (note: 120 credits does not include PE courses), as set forth in the table on the following page;
3. qualification in one language other than English. This requirement may be met by any one of the following: (a) three years of high school study of one foreign language; (b) score of 560 on Cornell Placement Test; (c) passing language course level 121 and 122 (8 credits) or the equivalent, and attaining a minimum grade of at least C- or "Satisfactory" in each (C or above for transfer credit from other institutions); or (d) passing language course level 123 or the equivalent;
4. completion of two units of practice credit; and
5. completion of the university requirement in physical education.

Suggested course programs appear on the following pages. The core courses account for 69 of the 120 credits needed for graduation, the Hotel School electives account for 12 credits, and 18 credits are allotted for distributive electives. The remaining 21 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 any other four-year college or university, with the expectation that the credit earned will be counted toward the Cornell degree in hotel administration, must obtain the approval from 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 21-credit group of free electives. No credit toward the degree is allowed for "00"-level courses, such as EDUC 005.

**Transfer Credit Policy**

Transfer students are required to complete all degree requirements with at least 60 credits at Cornell University. In the core, transfer credit may be allowed against basic courses only (e.g., H ADM 121, 106). The communication courses (H ADM 165 and 365) are tailored specifically to the School of Hotel Administration and, thus, communication courses taken elsewhere generally are not a replacement for core courses.

Hotel elective courses may not be transferred, except from the Culinary Institute of America. Eighteen credits in distributive electives may be transferred, and 21 credits in free electives may be transferred.

**Concentration**

While completing the Hotel School elective courses, undergraduates in the school may select a concentration.

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

Upon completion, the concentration will be noted on the transcript, provided a cumulative GPA of 3.0 in the concentration was attained.

**Foreign Languages**

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

**Independent Study and Research**

Students may conduct independent studies or research projects in any academic area of the school under the direction of a resident faculty member. Credit is arranged on an individual basis. To enroll in an independent study or research project, students must obtain written permission from the school before the add deadline. See H ADM 497, 498, 499, 698, or 699 for more details.

**Practice Credit Requirement**

As part of the degree requirements, undergraduates enrolled in the School of Hotel Administration must fulfill the practice credit requirement and submit verification thereof. Further details are set forth in the *Student Handbook for Undergraduates in the School of Hotel Administration* (available in the Office of Student Services, 180 Statler Hall).

**Management-Intern Program**

Hotel school juniors and seniors have a unique opportunity to gain invaluable knowledge and experience in the hospitality industry through the Management-Intern Program (MIP). Students receive 12 free elective credits and 1 practice credit. While on the internship, tuition is reduced and students may receive a salary from the sponsoring organization. Positions are

available in the United States and internationally. Sponsors include, but are not limited to, hotels, restaurants, casinos, corporate offices, consulting firms, and clubs. Application should be completed one semester in advance. Information meetings are held at the beginning of each semester and are open to all students. See H ADM 493, 494, and the student handbook for more details about the Management-Intern Program (available in the Office of Student Services, 180 Statler Hall).

**Study Abroad**

All students planning to study abroad must apply through Cornell Abroad; please see the Cornell Abroad program description in the introductory section of this catalog.

The Hotel School represents the international aspects of the hospitality industry in many ways—from the large number of international students in its program to career opportunities throughout the world. To prepare for the global nature of the industry, students are encouraged to consider studying abroad in either the fall or spring semesters of their junior year (or, in some cases, both). While abroad, students have the opportunity to learn about other cultures, to become more proficient in a second (or perhaps third) language and, in those programs where internships are offered, to work in an international environment.

Students should start the investigation process early, including a consultation with the Hotel School study abroad advisor, 180 Statler Hall, as well as with the staff in the Cornell Abroad office, 300 Caldwell Hall. Requirements for college approval include a GPA of 3.0 or higher, good academic standing, registered full-time student status, and not being in one's final semester. Credits earned abroad are considered transfer credits, and, as such, they count against the maximum of 60 transfer credits allowed. A maximum of 15 credits may be transferred from study abroad programs, and students should plan on taking no less than 15 credits while abroad. Courses typically transfer into distributive and free electives. Credit for study abroad programs will be awarded only after successful completion (marks equivalent to a Cornell grade of C or higher) of the semester abroad and receipt of the official transcript by the college.

For further details on the application process and deadlines, see the "Cornell Abroad" section of this catalog or view the Cornell Abroad web site at [www.cuabroad.cornell.edu/](http://www.cuabroad.cornell.edu/).

**Culinary Institute of America Alliance**

The School of Hotel Administration has an alliance with the Culinary Institute of America, which is located in Hyde Park, N.Y. Among other opportunities, Hotel School juniors and seniors are encouraged to apply for the Culinary Institute of America immersion program in January and during the summer. More information is available in the Office of Student Services, 180 Statler Hall.

**Part-Time Study**

Generally, part-time study is not allowed. Exceptions may be made for employee degree candidates, students who have medical reasons for a reduced schedule, or in

other very extenuating circumstances. In no event shall a student be allowed to enroll on a part-time basis during the last semester of study. Further details on part-time study may be found in the school's student handbook (available in the Office of Student Services, 180 Statler Hall).

**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 semester average as follows: A is equivalent to 4.0; B to 3.0; C to 2.0; D to 1.0; and F to 0. For good standing, a student must maintain a minimum average of 2.0. A maximum of 4 credits each semester may be taken on a "satisfactory-unsatisfactory" (S-U) basis. Students should be aware that a satisfactory grade is equivalent to a C- or above and an unsatisfactory grade is equivalent to a D+ or lower.

Students whose semester averages are at least 3.3 and who have taken 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 the Bachelor of Science Degree**

**Note: The curriculum was revised during the 2003-2004 academic year, and the following requirements are for students entering the program in the fall of 2004 or later. Students who enrolled before the fall of 2004 should check their individual graduation requirements with the Office of Student Services, 180 Statler Hall.**

<i>Required courses</i>	<i>Credits</i>
Operations: H ADM 105, 106, 201, 301, 305	14
Management and Organizational Behavior: H ADM 115	3
Human Resource Management: H ADM 211	3
Finance/Accounting: H ADM 121, 221, 222, 321	12
Food and Beverage Management: H ADM 236	4
Marketing, Tourism, and Strategy: H ADM 243, 441	6
Facilities Management, Planning, and Design: H ADM 255, 355	6
Managerial Communication: H ADM 165, 365, first-year writing seminar	9
Information Systems: H ADM 174, 275	6
Law: H ADM 387	3
Economics: H ADM 141	3
<i>Specifically required credits</i>	69
<i>Hotel electives</i>	12
<i>Distributive electives</i>	18
<i>Free electives</i>	21
<b>Total credits required for graduation</b>	<hr/> 120

### Typical Course Sequences

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

#### Freshman Year

Typically, a freshman schedule will consist of 15 to 16 credits each semester, to include the following:

Required courses	Credits
H ADM 105 Introduction to Hotel Operations	2
H ADM 106 Introduction to Food Service Operations	2
H ADM 115 Organizational Behavior and Interpersonal Skills	3
H ADM 121 Financial Accounting	3
H ADM 141 Microeconomics for the Service Industries	3
H ADM 165 Managerial Communication I	3
H ADM 174 Microcomputing	3
First-year writing seminar	3
Electives	6
	<hr/> 28

#### Sophomore Year

Required courses	Credits
H ADM 201 Hospitality Quantitative Analysis	3
H ADM 211 Human Resource Management	3
H ADM 221 Managerial Accounting	3
H ADM 222 Finance	3
H ADM 236 Culinary Theory and Practice	4
H ADM 243 Principles of Marketing	3
H ADM 255 Hotel Development and Planning	3
H ADM 275 Introduction to Information Systems Management	3
Electives	6
	<hr/> 31

#### Junior Year

Required courses	Credits
H ADM 301 Service Operations Management	3
H ADM 305 Restaurant Management	4
H ADM 321 Hospitality Financial Management	3
H ADM 355 Hospitality Facilities Operations	3
H ADM 365 Managerial Communication II	3
H ADM 387 Business and Hospitality Law	3
Electives	12
	<hr/> 31

#### Senior Year

Required courses	Credits
H ADM 441 Strategic Management	3
Electives	24
	<hr/> 27

### GRADUATE CURRICULUM

The school's programs for advanced degrees include those of Master of Management in Hospitality, Master of Science, and Doctor of Philosophy. For further information on graduate programs, contact the Office of Student Services, 180 Statler Hall, 255-6376.

#### Required Program for Master of Management in Hospitality Degree

Required courses	Credits
H ADM 610 Dean's Distinguished Lecture Series	1
H ADM 703 Operations Management	3
H ADM 711 Organizational Behavior	3
H ADM 712 Human Resources Management	3
H ADM 723 Corporate Finance	3
H ADM 724 Managerial Accounting	3
H ADM 743 Hospitality Marketing	3
H ADM 744 Competitive Strategies for the Hospitality Industry	3
H ADM 751 Property Development and Planning	3
H ADM 761 Managerial Communication	3
H ADM 772 Information Systems Management	3
H ADM 790 Externship	1
H ADM 791 Professional Development I	0.5
H ADM 792 Professional Development II	0.5
H ADM 795 Master Class	1
H ADM 796 Charette	1
H ADM 797 Hospitality Industry Leadership Development Institute	1
Balance of courses is electives.	
Total credits required for the master of management in hospitality program	<hr/> 48

#### Course Schedule Information

For up-to-date information about course scheduling, and to obtain a course supplement, contact the Office of Student Services, 180 Statler Hall, 255-6376.

### ORGANIZATIONAL MANAGEMENT, COMMUNICATION, AND LAW

#### Management and Organizational Behavior

##### H ADM 110(1110) Distinguished Lectures in Hospitality Management

Fall. 1 credit. Elective. Dean M. Johnson. The Dean's Distinguished Lecture Series is a long-standing Hotel School tradition that provides a unique opportunity for successful industry leaders to share their experiences with Cornell students. In its 40-year history, the Dean's Distinguished Lecture Series has hosted the most influential and accomplished leaders from every segment of the hospitality industry. Speakers share their views about successful management styles, possible career paths, critical industry-related issues, and qualities conducive to successful business leadership. Students have an unparalleled opportunity to learn and question how

hospitality leaders view the current and future status of the industry.

##### H ADM 115(1115) Organizational Behavior and Interpersonal Skills

Fall and spring. 3 credits. Required.

T. Hinkin, K. Walsh, J. Brownell, and T. Simons.

This course focuses on how to manage people in the workplace. Students develop theoretic lenses for understanding people and organizations, as well as practical tools for accomplishing personal and organizational goals. Topics include: individual differences, conflict management, problem-solving, power and influence, motivation, leadership, coaching and counseling, and group process. Students learn through the use of case studies, self-assessments, experiential exercises, readings, discussions, papers, and group activities.

##### H ADM 217(2217) Statler Leadership Development Program

Fall. 1 credit. Elective. Prerequisite: one semester (200 hours) of employment at the Statler Hotel. T. Hinkin.

The SLDP is a partnership among Hotel School faculty, Statler Hotel management, and industry executives, who together teach and guide students how to become tomorrow's leaders. The program enables students to progress through five different paid employment phases at the Statler Hotel, from entry level to student manager. Students who progress to the level of student manager become Statler Fellows and will travel to a major city for an all-expense-paid trip that includes forums with industry leaders, site visits of leading industry facilities, and cultural activities. Each phase requires approximately 200 hours of paid employment at the Statler Hotel and is completed through a certification process. Weekly Friday afternoon sessions (2:30-4:00 P.M.) with Statler Hotel managers include discussions, performance reflection, training sessions, and industry forums with hospitality leaders.

##### H ADM 410(4410) Hospitality Management Seminar

Fall. 1 credit. Elective. Limited to 30 Hotel seniors and graduate students. Corequisite: H ADM 110. Preregistered students or students wishing to add course who do not attend first class and who fail to notify secretary in 146 Statler Hall of their absence before first class automatically will be moved to instructor's waiting list. Students permitted to take course will have until F. Aug. 31, 2007, to add it. Failure to do so will result in their being dropped from course. Dean M. Johnson.

H ADM 410 complements H ADM 110 by giving students the opportunity to interact with guest speakers and to participate in roundtable discussions on issues relating to the hospitality industry. Students will have the opportunity to gain a better understanding of industry trends, challenges, and opportunities.

##### H ADM 411(4110) Negotiations in the Hospitality Industry

Fall. 3 credits. Elective. Limited to 30 students. Prerequisite: undergraduate standing; H ADM 115 or equivalent. T. Simons.

Negotiation is a critical factor in business success. This course provides hands-on experience in negotiation in the hospitality context. Through the use of role-play

exercises, discussions, and writing exercises, students develop into tough negotiators with whom people will want to continue doing business. Students become more comfortable with negotiations and develop their own personal negotiating style. Students also learn how to adjust their negotiating style to respond appropriately to others' different personalities and negotiation tactics.

**H ADM 415(4415) Managerial Leadership in the 21st Century**

Spring. 1 credit. Elective. Due to popularity of class, priority is given in following order: seniors/second-semester grads, juniors/first-semester grads, nonemployees, extramural students, sophomores, freshmen, and Cornell employees. Space permitting, class may be added up until first day, **but absolute deadline for dropping course is 12 noon F, Feb. 8**. F, Feb. 15 (1–8 P.M.), S, Feb. 16 (10 A.M.–6 P.M.), Sun, Feb. 17 (10 A.M.–4:30 P.M.), 2008, in Statler Auditorium. Attendance mandatory for credit. Fee for required notebook (charged to student's bursar bill; notebook distributed on first day of class): \$35. K. Blanchard.

Managerial Leadership in the 21st Century helps students become participant observers in their own lives through studying the field of applied behavioral science. Students will be able to use what they learn about human beings and how they function best in groups and organizations on a day-to-day basis to develop high-quality relationships between themselves and the people they support and depend upon (their boss, staff, peers/associates, and customers). When high-quality relationships exist, organizations tend to be characterized by high levels of integrity, customer satisfaction, employee empowerment, and organizational effectiveness. The concepts learned also help students create quality friendships and family relationships. A final paper is due three weeks after the last day of class.

**H ADM 610(6610) M.M.H. Discussion Forums in Hospitality Management**

Fall. 1 credit. Required. M.M.H. students only. M. Johnson.

**H ADM 611(6611) Negotiations in the Hospitality Industry**

Spring. 3 credits. Elective. Limited to 30 students. Prerequisite: graduate standing; seniors by permission of instructor; H ADM 710 or equivalent. T. Simons. Negotiation is a critical factor in business success. This course provides hands-on experience in negotiation in the hospitality context. Through the use of role-plays, discussions, and writing exercises, students develop into tough negotiators with whom people will want to continue doing business. Students become more comfortable with negotiations and develop their own personal negotiating style. Students also learn how to adjust their negotiating style to respond appropriately to others' personalities and negotiation tactics.

**H ADM 614(6614) High-Performance Leadership**

Spring. 3 credits. Elective. Limited to 30 students. Prerequisite: H ADM 710; graduate standing. Juniors and seniors should enroll in H ADM 314. T. Hinkin. This course explores the nature of leaders and leadership from a variety of perspectives. Discussion of current articles in leadership

prepares participants to be thoughtful leaders and discriminating consumers of leadership ideas. Topics include charismatic leadership, leadership characteristics, the exercise of power, symbolic communication, gender challenges, and related themes. Leadership will be examined from the individual, small group, and organizational perspectives. Case studies further illustrate the application of course material. Students will assess their own leadership style and engage in leadership development activities. Class members will have opportunities to interact with hospitality leaders and to gain a better understanding of the dynamics of leadership behavior.

**H ADM 711(7711) Organizational Behavior**

Fall. 3 credits. M.M.H. requirement. Prerequisite: M.M.H. students or written permission of instructor in advance of preenrollment. T. Hinkin. Organizational Behavior teaches how individuals, groups, and organizations interact within a complex, globalized service environment. Students develop interpersonal skills and gain a greater awareness of how their personal styles influence leadership and decision-making. They learn to motivate others, negotiate ethical decisions, manage teams, and lead organizations through change.

**Human Resource Management**

**H ADM 210(2210) The Management of Human Resources**

Spring. 3 credits. Elective. Prerequisite: non-Hotel students. Not open to freshmen. L. Gasser. Students engage in a practically oriented examination of the role of human resources management (HRM), starting with an introduction to the personnel function and an analysis of the social, legal, international, and competitive factors influencing HRM. The course examines recruitment, selection, training, motivation, development, compensation, performance appraisal, and labor relations. The course assumes a managerial perspective and emphasizes class discussion and case analysis.

**H ADM 211(2211) Human Resource Management**

Fall, spring. 3 credits. Required. Limited to 60 students per lec. Not open to freshmen or graduate students. Prerequisite: H ADM 115. B. Tracey and M. Sturman. Human Resource Management provides students with a broad yet in-depth overview of the policies, practices, and procedures that can be used to attract, select, develop, and retain quality employees. A number of factors are considered high-influence HRM policies and practices and provide opportunities to apply course topics to substantive situations that students will face as future hospitality professionals. Students learn through the use of lectures, discussions, case studies, and videos.

**H ADM 313(3313) Training and Development**

Fall. 3 credits. Elective. Not open to freshmen. K. Walsh. Training is one of the fundamental responsibilities of almost all hospitality managers, and this HR function plays an instrumental role in managing organizational change. In this course, you will learn how to

design, implement, and evaluate both formal and informal training programs. In addition, we will examine factors beyond design and implementation that may influence training effectiveness. A variety of instructional techniques will be used throughout the course, including experiential activities that will enliven the learning process. The course will also include the opportunity to conduct a "live case study" of one or more training problems with a real hospitality firm.

**H ADM 712(7712) Human-Resource Management**

Spring. 3 credits. M.M.H. requirement. Prerequisite: M.M.H. students or written permission of instructor in advance of preenrollment. B. Tracey.

This graduate-level course covers the strategies that enable companies to attract, develop, and retain high-quality employees, which include selection, compensation, performance appraisal, and career management. In each of these areas, the focus is on the return on the human-resource investment.

**Managerial Communication**

**H ADM 165(1165) Managerial Communication I**

Fall, spring. 3 credits. Required. Limited to 18 students per lec. (Students who are required to take this course generally may not delay it. If extenuating circumstances exist, student must petition to drop course by end of first week of classes. Course must be taken within first two semesters in the Hotel School, including any semesters in Internal Transfer Division (ITD). Add/drop and section exchange must be approved by chairperson.) Priority given to Hotel students.

D. Jameson, A. Newman, and C. Snow. This course provides an introduction to the role and importance of effective communication in managerial work, especially in the hospitality industry. Students develop abilities in analytical thinking and clear expression. Students will engage in the process of planning, preparing, and executing professional communications with an emphasis on written documents. Students write a series of business documents and give oral presentations.

**H ADM 364(3364) Corporate Communication**

Spring. 3 credits. Elective. Limited to 20 students per lec; priority given to Hotel students. Prerequisite: junior, senior, or graduate standing or written permission of instructor; for Hotel undergraduates, H ADM 165 or waiver; for non-Hotel undergraduates, completion of their college's writing requirement. A. Newman. This course focuses on communicating challenging messages in business contexts. Writing assignments emphasize delivering both internal and external persuasive messages. Discussions focus on the use of technology in creating and maintaining a corporate image. Assignments often include business letters and memos written for various contexts, promotional materials, negative messages, and analytical reports requiring research.

**H ADM 365(3365) Managerial Communication II**

Fall, spring, 3 credits. Required. Limited to 22 students per lec; priority given to Hotel students. Prerequisites: junior or senior standing; for Hotel undergraduates, H ADM 165 and 115. D. Lennox and A. Newman.

This course provides a broad study of communication in a management context. Emphasis is placed on the significant role of communication in developing work relationships that enable managers to achieve their goals. Students are presented with the theories and principles of persuasive communication that allow managers to influence professional audiences. Students increase their individual communication abilities by applying these concepts in a variety of managerial contexts, including one-on-one interaction, group work, and the formal development and presentation of ideas to larger audiences.

**H ADM 462(4462) Intercultural Communication in the Hospitality Industry**

Spring, 3 credits. Elective. Priority given to Hotel students. D. Lennox.

This course is designed to help managers develop proficiency when communicating among and between people who do not share similar cultural assumptions. Students can expect to learn communication variables that differ among cultural groups, including the use of eye contact, body language, personal space, hierarchy, and time. Additional topics include persuasion and negotiation across cultures and the ethics of communication in international business. Students learn through the use of a blend of theory and practice. Activities include lectures, guided discussions, group projects, student and guest speaker presentations, and analysis of specific cross-cultural managerial challenges, with an emphasis on the service industry.

**H ADM 761(7761) M.M.H. Managerial Communication**

Fall, 3 credits. Required. Limited to 20 M.M.H. students per sec. D. Lennox and A. Newman.

Managers use communication strategies that involve written and oral messages to solve problems and to accomplish professional goals within the workplace. The chief goal of this course is to help students become more competent, confident, and versatile communicators. Each student prepares clear and powerful messages—reports, oral presentations, letters, and memos—and learns to approach problems analytically and make thoughtful communication choices, some of which are situation-specific.

**Law****H ADM 385(3385) Business Law I**

Fall, spring, 3 credits. Elective. Open to Hotel School juniors, seniors, and graduate students and non-Hotel students. P. Wagner.

Provides students with a presentation of three substantive areas of business law: contracts, intellectual property, and business organizations. Students read judicial opinions; learn to identify issues; and analyze the issues by applying legal principles.

**H ADM 387(3387) Business and Hospitality Law**

Fall, spring, 3 credits. Required. Prerequisite: junior, senior, or graduate standing. D. Sherwyn.

This course provides students with an integrated presentation of employment discrimination, tort, and contract concepts as they apply to the legal aspects of hospitality management. Students examine relevant federal and state cases and statutes. The overall objective is to enable students to recognize, analyze, and evaluate legal issues for the purpose of making and articulating appropriate decisions in the workplace.

**H ADM 485(4485) Employment Discrimination Law and Union-Management Relations**

Spring, 3 credits. Elective. Prerequisites: junior, senior, or graduate standing; H ADM 387 or permission of instructor. D. Sherwyn.

Anti-discrimination statutes and union-management relations are two of the most pervasive legal issues affecting the hospitality industry. Managers must take these issues into account whenever they make a personnel decision. This course provides students with an understanding of the discrimination law, a framework for complying with the law, a method using the law to maintain positive employment relations, and an understanding of how to negotiate and administer a union contract.

**H ADM 487(4487) Real Estate Law**

Fall, spring, 3 credits. Elective. Prerequisite: junior, senior, or graduate standing. Recommended: completion of H ADM 387. A. Klausner.

Real Estate Law provides students with an understanding of the legal issues surrounding the ownership, transfer, and use and development of real estate. Students learn to recognize and to evaluate legal issues for the purpose of decision-making with respect to real estate, whether as a business executive, an entrepreneur, or an owner of personal real estate.

**H ADM 489(4489) The Law of the Internet and e-Commerce**

Fall, 3 credits. Elective. Prerequisite: junior, senior, or graduate standing. A. Klausner.

The Internet has changed how business is conducted in the hospitality industry. The change has raised numerous legal issues for courts and legislatures to debate. The purpose of this course is to allow students to identify and understand the rapid developments surrounding the law of e-commerce. Topics include: how the Internet works; consumer protection; privacy; intellectual property (patent, trademark, and copyright); personal jurisdiction in cyberspace; and online contracts and legal disclaimers. This course introduces students to this emerging area of the law and enables them to identify issues so that they can seek counsel intelligently and understand the law as it continues to evolve.

**HOSPITALITY FACILITIES AND OPERATIONS****Food and Beverage Management****H ADM 236(2236) Culinary Theory and Practice**

Fall, spring, 4 credits. Required. Prerequisite: H ADM 106. Because this course is laboratory-based, students may not drop after first full week of classes; during first week of class, students may drop only with permission of instructor and/or academic dean. T. O'Connor and R. Spies.

This course introduces the student to food-and-beverage operations through three major components: fundamental food composition and properties, food products and preparation, and food safety. Students prepare recipes, menus, and production schedules. Students develop the ability to recognize properly prepared foods by preparing, tasting, and evaluating them. They also are involved in a project in which they create menus; develop and standardize recipes; and complete a plan for a dining event. Completion of a five-hour practicum experience in the Statler Hotel back-of-the-house is a required course activity.

**H ADM 290(2290) Introduction to Culinary Arts**

Fall, spring, 2 credits. Elective. Limited to 28 non-Hotel students; priority given to seniors and graduate students. Preregistered students who do not attend first class are automatically dropped from instructor's record. Absolute drop deadline is W of second week of classes. Students on wait list will be selected through a lottery system; all lottery participants must attend first week's class. Fee (includes cost of uniform and uniform cleaning): \$75. G. Norkus.

This course focuses on the study of food groups and their methods of preparation, cooking, and presentation. 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 are involved in food product identification, preparation and service methods, and learning the professional language of food and cooking.

**H ADM 430(4430) Introduction to Wines**

Fall, spring, 2 credits. Elective. Prerequisite: Hotel juniors and seniors; seniors and graduate students in all other colleges. Hotel students strongly encouraged to enroll in fall semester. Students are exempt from 21-year-old age requirement under Section 65 of New York State law. Preregistered students who do not attend first class and who fail to notify secretary in 274 Statler Hall of their absence before first class are automatically dropped from instructor's records. However, students still must drop course officially with their own college. Because of high demand for this course and consumption of a product, absolute drop deadline in fall for all students is F, Sept. 7, 2007, and drop deadline in spring is F, Feb. 1, 2008. Fee (includes cost of wine glasses and tasting kit): \$30. No auditors. S. Mutkoski.

Students will be introduced to the major wine-producing regions of the world and

what consumers need to know to purchase wine 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 wine; and wine etiquette. Samples from a variety of countries, regions, and vineyards are evaluated.

**H ADM 431(4431) Wine and Food Pairing Principles and Promotion**

Fall. 2 credits. Elective. Limited to 20 Hotel School juniors, seniors, and graduate students. Prerequisite: H ADM 430. G. Pezzotti.

This course focuses on the pairing and creative marketing of wine and food. Students develop an understanding of regional and varietal wine styles, how food flavors can change a wine's flavor, and the promotion of wine and food. Topics include: wine and food pairing principles, cuisines and their flavor components, food trends in restaurants and in the home, special event planning, and wine-list development. Students design and present wine and food tastings to industry guests.

**H ADM 432(4432) Contemporary Healthy Foods**

Fall. 3 credits. Elective. Prerequisite: H ADM 305 or equivalent. Priority given to 20 seniors and graduate students; others may enroll, space permitting. Cost of required field trip: \$75. M. Tabacchi.

This course is designed to build a greater awareness and understanding among nutrition and foodservice professionals of the origins and manifestations of today's health-conscious and educated foodservice patron. Students gain an understanding of the marriage of nutrition and the imaginative, flavorful cuisine demanded by today's consumer. Emphasis is on the use of fresh produce, lean meats, and lack of fabricated diet foods. Creativity and nutrient density of foods served are very important components of menu design in this course. Key topics include the preparation, marketing, merchandising, and selling of healthy menus in the Statler Hotel.

**H ADM 435(4435) Selection, Procurement, and Supply Management**

Fall, first seven weeks of semester. 2 credits. Elective. Limited to 20 Hotel juniors, seniors, and graduate students or permission of instructor. Add/drop deadline Aug. 31, 2007. R. Spies.

This course deals with contemporary management issues related to procurement activities within the hospitality industry. Focus is on both the food distribution industry and the hospitality industry so that students understand the role the distributor plays in the movement of food and supplies from the producer to the hospitality operator and how the creation of distribution partnerships serves to improve efficiency and reduce costs. Topics include: distribution channels and intermediaries in the supply chain; food distributor financial statement analysis; evaluation and selection of suppliers; development of buying strategies; purchase timing and inventory management; the emerging role of the Internet; and e-procurement service providers.

**H ADM 436(4436) Beverage Management**

Spring. 3 credits. Elective. Prerequisite: Hotel junior, senior, or graduate standing; H ADM 430 (co-registration not allowed). S. Mutkoski.

This course is designed for students who intend to pursue a career in food and beverage management. Course work deals specifically with the management of beverage operations. Lectures cover: 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 lectures highlight industry trends and outlooks.

**H ADM 437(4437) Anheuser Busch Seminar in Quality Brewing and Fine Beer**

Fall, spring, first seven weeks of semester. 2 credits. Elective. Prerequisite: Hotel students only; H ADM 430. One required local field trip (no fee). G. Pezzotti.

This course is designed for upper-level students who intend to pursue a career in the food and beverage industry. Students will advance their knowledge about beers in terms of managing such products in a restaurant setting or other foodservice outlet. Lecture topics include: the brewing process; sensory aspects of beer; international beer types and styles; marketing malt products; purchasing and distribution; storage and service; beer and food pairings; staff training and education; cost controls; and third-party liability issues.

**H ADM 438(4438) Seminar in Culture and Cuisine**

Fall. 3 credits. Elective. Limited to 20 students. Prerequisite: H ADM 236 or permission of instructor. R. Spies.

This seminar explores various cuisines in terms of history, lifestyle, and foods peculiar to a culture. Through the use of readings, research, and meal preparation, students explore various cuisines in depth. The goal of this course is for students to develop an awareness of several international cuisines and to make comparisons and draw relationships among foodways of different cultures. Possible incorporation of each cuisine into restaurant menus is discussed as well. Students write research reports, make oral presentations, and design and orchestrate the preparation of menus.

**H ADM 490(4490) Exploring Social Responsibility: Hunger and Homelessness**

Spring. 3 or 4 credits, variable. Elective. T. O'Connor.

Through lectures, class discussions, research, community service work, and a field placement practicum, students explore the economic, social, and political issues of our country's concern with housing and feeding disenfranchised and marginalized people. Students also explore public and private sector approaches to addressing poverty, hunger, and homelessness. This is a *service learning* course centered on community work experience. Students must choose one of three options: (1) 4 credits. Students work in pairs or small groups with a local area agency that provides services for homeless or disadvantaged people. This field practicum comprises approximately 60 hours of

community work during the semester, half of which is in direct service and half of which is project-based. (2) 4 credits. Students participate in the Alternative Spring Break through Cornell's PSC in various domestic or international locations. Students work in an agency that serves low-income, homeless, hungry, or disenfranchised people. Housing and transportation are arranged. This option may cost students up to \$100. Students interested in this option must see the instructor at the time of pre-registration. (3) 3 credits. Students do community work in the Ithaca area with an agency that serves homeless, hungry, incarcerated, or disenfranchised people. Students work on a regular weekly basis for a minimum of 30 hours during the semester.

**H ADM 631(6631) Case Studies in Restaurant Management**

Spring, first seven weeks of semester. 2 credits. Elective. Deadline to drop is midpoint of course. Prerequisite: graduate standing; seniors only by permission of instructor. A. Susskind.

Through a series of directed readings, case studies, and roundtable discussions with industry leaders, this course focuses on strategic issues in the food and beverage industry that affect the growth and development of multi-unit restaurant companies. In addition to the weekly scheduled seminar time, students are required to attend two additional receptions to honor the roundtable speakers. In class, students critically evaluate selected research papers related to multi-unit business management to serve as the basis for class discussion and the fostering of a broader understanding of leadership and growth strategies in the multi-unit restaurant business.

**Operations**

**H ADM 105(1105) Introduction to Hotel Operations**

Fall, spring, seven weeks. 2 credits. Required. Prerequisite: Hotel or ITD students. **Corequisite:** H ADM 106. Students enrolled in Lec 1 of H ADM 105 take Lec 1 of H ADM 106 in same semester, and vice versa. R. McCarthy.

This course is designed to introduce students to the scope of the hotel industry and the organizational structure and operational mechanics of how the departments within the rooms division of an individual hotel operate. Understanding the scope of the industry involves understanding who the major players are and what market segments their brands serve. Students gain an understanding of how work is performed and how activities are coordinated within the rooms division and among other hotel departments.

**H ADM 106(1106) Introduction to Food Service Operations**

Fall, spring, seven weeks. 2 credits. Required. Prerequisite: Hotel or ITD students. **Corequisite:** H ADM 105. Students enrolled in Lec 1 of H ADM 106 take Lec 1 of H ADM 105 in same semester, and vice versa. J LeBel.

Students are introduced to the principles of food and beverage management, beginning with an overview of the foodservice industry at large. Attention is focused on major industry segments, business practices, and

trends. Subsequently, detailed consideration is given to the components of the foodservice system: marketing, menu planning, logistical support, production, service, and controls and quality assurance. Product and systems differentiation in various industry segments are emphasized throughout the course. Completion of a work experience in the Statler Hotel is a required course activity.

#### **H ADM 201(2201) Hospitality Quantitative Analysis**

Fall, spring, 3 credits. Required.  
Prerequisite: Hotel or ITD students.  
R. Lloyd.

This introductory statistics course is taught from the perspective of solving problems and making decisions within the hospitality industry. Students learn introductory probability, as well as how to gather data; evaluate the quality of data; graphically represent data; and apply some fundamental statistical methodology. Statistical methods covered include estimation and hypothesis testing relating to one- and two-sample problems of means, simple linear regression, and multiple regression. Problems involving multiple means (one-way ANOVA) are covered as a special case of multiple regression, time allowing. Minitab is used as the statistical computing software.

#### **H ADM 301(3301) Service Operations Management**

Fall, spring, 3 credits. Required. Limited to 60 Hotel students per lecture. C. Anderson and R. Verma.

Students are introduced to statistical and operations research methods that are appropriate for the hospitality industry. The goal of the course is to provide students with the skills and understanding necessary for making decisions using quantitative data. Students use computer spreadsheet software extensively. A key requirement of the course is an ability to communicate the results of analyses in a clear manner. Topics include: probability; decision analysis; modeling; forecasting; quality management; process design; waiting lines; and project management.

#### **H ADM 303(3303) Club Management**

Fall, second seven weeks; spring, first seven weeks. 2 credits. Elective. Deadline to drop course is midpoint of course. Limited to 35 Hotel juniors and seniors in fall, no freshmen; open enrollment in spring. R. James.

Students study private membership clubs and the leadership role in 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 and other not-for-profit organizations. Topics include: tournament, facility, and recreation management; legal, financial, and legislative issues; human relations and human resource considerations; and marketing, pricing policies, and quality standards.

#### **H ADM 305(3305) Restaurant Management**

Fall, spring, 4 credits. Required. Limited to 27 Hotel students per lab. Prerequisite: H ADM 236. Cost of lab manual, certification for alcohol service, utensils for front- and back-of-house: approx. \$85.

**Because of group work for this course, absolute deadline to drop course in fall is Aug. 31, 2007, and in spring is Jan. 25, 2008.** A. Susskind.

This course offers the opportunity to synthesize the skills, concepts, and theories students have learned in other classes and apply them practically in an actual restaurant setting. Lecture topics cover pertinent issues and principles relevant to the industry at large and then are incorporated as a class into actions that occur in the student-run operation.

#### **H ADM 401(4401) Restaurant Entrepreneurship**

Fall, spring, 3 credits. Elective. Limited to 20 Hotel students. Prerequisite: written permission of instructor. Max. cost of five required field trips: \$350. G. Pezzotti.

This 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 with the use of student-developed case studies, 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-of-the-house operations, back-of-the-house operations, and fiscal integrity. Readings about current topics in the restaurant industry are required. Classes alternate weekly between field trips (2:30 P.M. through dinner hour) and seminars/case presentations.

#### **H ADM 403(4403) Specialty Food and Beverage Operations: Guest Chefs**

Spring, 3 credits. Elective. Limited to 20 students. Prerequisite: Hotel juniors, seniors, and graduate students, H ADM 305. permission of instructor. G. Pezzotti.

This course is designed for students focusing in food and beverage preparation. Students considering a career in the hotel or restaurant food and beverage environment or those who anticipate interacting with present-day culinary trends find the course especially beneficial. Over the course of the semester, the class works in groups and is responsible for the marketing, organization, planning, production, service, financial analysis, and accounting of three guest-chef specialty production nights. The chef is asked to recommend the evening's menu reflecting his or her culinary background and to work with the class in producing the meal for the Cornell community using the Hotel School's facilities. A required final project analyzes the relative degree of success experienced during each guest-chef event. The analysis considers consumer reactions as well as proper applications of food and beverage management principles.

#### **H ADM 404(4404) Catering and Special Events Management**

Fall, 3 credits. Elective. Limited to 30 students. Prerequisites: H ADM 236 or permission of instructor. Cost of required field trip to New York City: approx. \$250. R. Spies.

The catering and special events industries are among the fastest-growing segments within the hospitality industry. This course focuses on off-premise and on-premise catering for social and business functions and the management of large-scale independent events, such as sporting events, artistic performances, and product launches. Topics include: organizational structure; legal aspects of catering and special events management; product and service development; marketing and sales; catered function and special event planning and execution; staff recruitment and training; post-event analysis; financial success of catering; and special events businesses.

#### **H ADM 408(4080) Introduction to Casino Operations**

Fall, 2 credits. Elective. Limited to Hotel students. Cost of required field trip to Atlantic City: approximately \$250.  
R. McCarthy.

A vital part of the hospitality industry, casino gaming is one of the most exciting and fastest-growing industries. This course focuses primarily on the operation and ownership of commercial casinos and the hotels attached to them. It is designed to introduce students to the internal and external casino environment. It looks at the historical development of gaming in America to understand how the industry has evolved to its present form. Students learn the organizational structure of a casino hotel, how it operates, and how it makes money. Students also gain an understanding of the different companies that own casino hotels and the current issues facing these companies. Topics include: casino marketing strategies and player rating systems; the social and economic impact of gaming and the various regulatory environments within which casinos operate; and how common casino games are played and the mathematics of the various games. Students build on their food and beverage and hotel knowledge to better understand the specific challenges facing casino hotel operators.

#### **H ADM 495(4495) Implementing Strategies for Tying Wellness Practices to Company Profit**

Spring, 3 credits. Elective. Priority given to juniors, seniors, and graduate students; others may enroll, space permitting.  
M. Tabacchi.

There is increasing evidence linking job-induced stress to overall health and happiness or lack thereof. Adding to workplace stress are the needs of its diverse and changing population. These stresses affect the financial health of the corporation as well as the psychological and physical health of the individual. The purpose of this course is to encourage future managers to evaluate the work environment and to enhance opportunities for diverse worker productivity, which can sharpen the corporation's competitive edge. The emerging fields of complementary and alternative medicines are explored as preventive and cost-effective methods of improving workers' health. Business models for encouraging workplace wellness, systems for implementation, reward, and accountability of managers and corporate officers are introduced in this course. Only a few corporations overtly reward managers and corporate officers for the well-being and concomitant enhanced performance and productivity of their employees.

**H ADM 502(5502) Advanced Hospitality Quantitative Analysis**

Spring. 3 credits. Elective. Prerequisite: H ADM 20I or permission of instructor. R. Lloyd.

This applied statistics course is designed for professionals working in the hospitality industry. Topics include a thorough review of multiple linear regression, including model-building with partial regression plots and first-order interactions, and the use of categorical predictors and the interpretation of their coefficients, which are increasingly used to answer questions in finance, marketing, and other managerial areas. Other topics include: simple and multiple logistic regression; analysis of proportions; tests of independence with follow-up analysis; one- and two-factor ANOVA with follow-up analysis; and prediction and forecasting with neural networks used in operations and revenue management.

**H ADM 602(6602) Spa and Spa Hotel and Resort Development and Management**

Fall, spring. 3 credits. Elective. Limited to 33 Hotel School seniors and graduate students; others may enroll, space permitting. Cost of two required field trips: approx. \$150. M. Tabacchi.

This course emphasizes the development, management, and marketing of free-standing spas, spas in hotels and resorts, and spa restaurants. Day spas, resort spas, and destination spas are studied in depth. The feasibility of success for new spas and the marketing research necessary to establish new spas are discussed. The design of menus, mental and physical fitness programs, stress management, spa medical treatments, complementary medical treatments, and other spa programs are all considered. Required personnel, safety, legal, and ethical issues regarding spas are an important part of the course. The integration of nutritious menu items into restaurant menus and their marketing and merchandising is studied. Guest speakers from spas are an integral part of the course.

**H ADM 603(6603) Quality and Process Improvement**

Spring. 3 credits. Elective. Prerequisite: senior or graduate students only. R. Verma.

The foundation of this course is on the emergence of quality management as a strategic focus in firms seeking excellence and a competitive edge. We will cover the underlying theory and conceptual basis behind quality management approaches commonly known as Six-Sigma, TQM, etc., which are frequently utilized by service firms operating in different competitive environments. Topics covered include: defining quality in service industries; techniques for designing high-quality services; process analysis; problem identification techniques; statistical process control techniques; process capability analysis; and robust design of service processes. Case studies illustrate the issues related to the implementation of successful quality management programs.

**H ADM 605(6605) Yield Management**

Fall. 3 credits. Elective. Limited to 30 students. Prerequisite: senior or graduate standing; H ADM 301 or 703 or equivalent. C. Anderson.

This course helps students learn how to apply the principles of yield management effectively. Focus is placed on the integration of yield management techniques with information technology, internal management issues, and external marketing concerns. Topics include yield management techniques, forecasting, overbooking, group decisions, and management and marketing issues.

**H ADM 606(6606) Restaurant Revenue Management**

Fall. 3 credits. Elective. Limited to 40 students. Prerequisites: H ADM 703; graduate standing or permission of instructor. G. Thompson.

Revenue management is a method for managing capacity profitably. The objective of this course is to help students learn how to apply the principles of revenue management to maximize profitability in the restaurant industry. The course focuses on methods of managing duration and price with the intent of maximizing revenue per available seat-hour. Topics include forecasting, overbooking, reservations systems, information technology, process design, pricing, and management and marketing issues.

**H ADM 609(6609) Airline Service Management**

Spring. 3 credits. Elective. Priority given to 30 seniors and graduate students; others may enroll, space permitting. Cost of field trip: approx. \$75. M. Tabacchi.

This course is a must for those interested in a career in the airlines industry. The impact of 9/11 upon the industry is investigated. Airline service and on-board services are used as competitive advantages by airline carriers. In fact, names such as Singapore Airlines and Virgin Atlantic have become synonymous with service excellence in the service economy. The strategies of developing competitive advantages and superior service in today's erratic economic climate are a major part of class discussion. Guest speakers from American Airlines, Singapore Airlines, US Airways, Delta, Continental Airlines, Virgin Atlantic, and SkyChefs are featured. In addition to service strategies both on the ground and in the air, students study the challenge of serving meals on international flights. Strategies, planning, and forecasting by these executives are examined. Case studies based on national and international airline business are an integral part of the course. A field trip to an airline's hub city enables students to observe first-hand the industry and its personnel in action.

**H ADM 703(7703) Operations Management**

Summer. 3 credits. M.M.H. requirement. Prerequisite: M.M.H. students or permission of instructor. S. Kimes.

Based on principles of scientific management, the course gives students the skills and understanding necessary for decision-making using quantitative and qualitative data. Students use computer spreadsheet software extensively for "number-crunching" analyses and learn to communicate the results of their analyses in a clear manner. Students are provided with a "tool kit" of sophisticated Excel models for solving service-operations problems.

**Facilities Management, Planning, and Design****H ADM 255(2255) Hospitality Development and Planning**

Fall, spring. 3 credits. Required. Prerequisite: sophomore standing. S. Robson.

Students are introduced to the issues and opportunities inherent in the development and planning of hospitality facilities, specifically hotels and restaurants. Course components include: the project development sequence; conceptual and space planning; architectural design criteria; construction management; and the interpretation of architectural design and consultant drawings. There is an emphasis on setting appropriate facilities requirements, understanding industry practice, and implementing properties decisions within a balanced design, operations, and financial framework.

**H ADM 351(3351) Hospitality Facilities Design**

Fall. 4 credits. Elective. Limited to 36 students. Prerequisite: H ADM 255 or permission of instructor. R. Penner.

This intensive studio course provides the graphic skills important for design and experience in applying these skills in hospitality planning and design situations. Students prepare design projects using both hand drafting and computer-aided design (CAD) software. These assignments cover basic graphic skills and layouts for typical hotel spaces including guest room suite, lobby and lobby bar, and full-service restaurant or specialty coffee retail outlet.

**H ADM 355(3355) Hospitality Facilities Management**

Fall, spring. 3 credits. Required. Prerequisite: H ADM 255. D. Zemke.

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

**H ADM 451(4451) Restaurant Development**

Fall. 3 credits. Prerequisites: Hotel seniors or graduate students; juniors by permission of instructor; for undergraduates: H ADM 305. Students who wish to develop design skills for restaurant concepts are encouraged to enroll in H ADM 453 in the following spring. S. Robson.

Students are exposed to the process, challenges, and rewards of developing a restaurant concept from the idea to the construction of the first unit. Specific topics include concept creation, market research, creation of the delivery process, concept testing and evaluation, restaurant feasibility, site selection, facility programming, and development issues such as licensing, permitting, and construction. Visitors from the industry address best practices and their own experiences in getting a restaurant concept off the ground. The course includes readings, discussions with industry leaders, and cases, and culminates with students formulating a detailed restaurant concept and development plan.



**H ADM 452(4452) Sustainable Development and the Global Hospitality Industry**

Spring, 3 credits. Elective. Prerequisite: junior, senior, or graduate standing. Cost of required overnight field trip: approx. \$150. D. Stipanuk.

This multidimensional course introduces the global sustainability and environmental movements, their impact on the hospitality industry, and responses to and opportunities associated with sustainability. Readings are drawn from environmental, sustainability, and hospitality literature. Students should be prepared to encounter conflicting views in the readings and during classroom discussions. The course attempts to portray a variety of viewpoints regarding issues of contemporary interest to society and the business community. Discussion of these issues is a key component of the course.

**H ADM 453(4453) Foodservice Facilities Design**

Spring, 3 credits. Elective. Limited to 12 students per sec. Pre- or corequisites: H ADM 351, 305, and 451 (other commercial food production experience acceptable) or permission of instructor; Hotel seniors; juniors by permission of instructor. S. Robson.

This course provides an introduction to the basic concepts of foodservice facilities design and planning with an emphasis on restaurants. Students determine space allocations for the front- and back-of-house areas, develop production workflow in the preparation and service areas, and select equipment using standards for production capability, quality of construction, and the ease of maintenance. All documentation is produced on CAD, which is taught as part of the weekly studio. Students also use studio time for planning, designing, and writing specifications for a medium-size restaurant kitchen.

**H ADM 457(4457) Hotel Development**

Fall, 3 credits. Elective. Prerequisite: senior or graduate standing; juniors by permission of instructor. Cost of required overnight field trip: approx. \$150. D. Stipanuk.

This course focuses on the management structure and systems, laws and regulations, and industry practices that most influence the successful development of hospitality real estate, including lodging and eating facilities. Topics include: market studies, franchise requirements, governmental approvals, design construction contracts, the construction process, scheduling, budgeting, and emerging issues and opportunities. Guest speakers present case studies of actual development projects.

**H ADM 751(7751) Properties Development and Planning**

Fall, 3 credits. M.M.H. requirement. Prerequisite: M.M.H. students or permission of instructor. R. Penner.

This course serves as an overview of hospitality project development and planning from the perspective of an owner and manager. Students learn about the role of the development team, feasibility studies, space programming, construction management, and functional and design criteria for hotels and restaurants. Teams prepare program documentation for a new hotel or restaurant or one undergoing major repositioning.

**MARKETING, TOURISM, STRATEGY, AND INFORMATION SYSTEMS****Marketing, Tourism, and Strategy****H ADM 141(1141) Micro-economics for the Service Industry**

Fall, spring, 3 credits. Required. Limited to 60 Hotel students per lec. B. Carroll.

This course introduces students to microeconomic principles and theories in the context of applications and solutions associated with the service industry with a focus on hospitality and travel. Topics include: principles of production, supply and demand, firm behavior, costs, pricing, and topics specifically associated with the travel and hospitality industry. Course work includes readings, lectures, discussions, problem sets, and guest speakers.

**H ADM 241(2241) Marketing Principles**

Spring, 3 credits. Elective. Prerequisite: non-Hotel students. Not open to seniors or graduate students. M. McCall.

This is a foundational marketing course that includes the study of concepts, activities, and decisions related to the exchange process, managing the marketing mix and development of marketing strategy in for-profit and not-for-profit organizations. In a nutshell, marketing is about customers and the development, distribution, and promotion of products. The grease that makes this process work is rooted in the concept of exchange. A priority is to understand how market decision-makers interact so as to create a mutually satisfactory exchange. Emphasis in this course will be placed upon a conceptual understanding of the concepts and ideas such that, as customers and service deliverers you might apply the ideas to your own lives.

**H ADM 243(2243) Marketing Management for Services**

Fall, spring, 3 credits. Required. Limited to 60 Hotel students per lec; no freshmen. M. Lynn, M. McCall, and R. Kwortnik.

Students develop an understanding of marketing management: the process through which organizations analyze, plan, implement, and control programs to develop and maintain beneficial exchanges with target buyers. Students learn about marketing management through a mix of readings, lectures, class discussions, individual and group exercises, industry guest speakers, and exams. A key element of the course involves working as part of a small team to complete a marketing plan for a business organization. The plan provides a road map of an organization's future marketing strategies and programs.

**H ADM 340(3340) Franchising in the Hospitality Industry**

Fall, spring, second seven weeks of semester. 2 credits. Elective. Not open to freshmen. Note: deadline to drop course is mid-point of course. Faculty.

The course deals with relationships between the franchisor and the franchisee, advantages and disadvantages of franchising, structure of and services offered by franchisors. Case studies of leading lodging and restaurant companies currently offering franchises will be discussed. There also will be guest speakers from the franchising industry.

**H ADM 343(3343) Marketing Research for Decision Makers**

Spring, 3 credits. Elective. Prerequisite: H ADM 243 and a statistics course. M. Lynn.

This course helps students become better consumers of marketing research. Topics include issues involved in designing, conducting, and interpreting focus groups, depth interviews, surveys, experiments, and choice models. Special emphasis is placed on what each method should and should not be used for and why.

**H ADM 347(3347) Consumer Behavior**

Fall, spring, 3 credits. Elective. Limited to 200 students. Prerequisite: junior or senior standing; H ADM 243 or equivalent introductory marketing course. M. Lynn.

This course helps students become better at understanding, predicting, and influencing consumer behavior. Topics include: motivation, perception, learning, decision making, attitudes, nonverbal communication, persuasion, compliance, geodemographics, and psychographics. The practical implications of psychological principles are emphasized. Specific applications involve such areas as guest frequency programs, menu design, promotional strategy, personal selling, sales and marketing planning, and marketing research. Class time is used for discussions and application exercises as well as for the presentation of relevant information.

**H ADM 413(4413) Introductory Hospitality Entrepreneurship**

Fall, spring, 2 credits. Elective. Prerequisite: Hotel students who have completed sophomore core courses. J. Quest.

The course will introduce students to the process of starting a business from the group up, and to the qualities that are associated with successful entrepreneurs. Because the business plan is the heart of the startup process, the course will concentrate on the construction of business plans for new business concepts. The course will focus on the basic tasks associated with the initial stages of starting a new venture: (1) how to identify and validate a new business opportunity; and (2) how to organize, construct, and write a sound, clear, concise business plan that is a selling document. The class will be exposed to recent trends in the hospitality industry and will select a few concepts identified by the instructor as startup business ideas. There will be analyses of actual business plans that were able to raise capital; as well as a review of real-life examples of the process of raising money, furnished by the instructor and other sources. The subject matter will be energized with the natural enthusiasm that comes from the day-to-day experiences of starting your own business.

**H ADM 441(4441) Strategic Management**

Fall, spring, 3 credits. Required.

Prerequisites: senior standing; at least one course in accounting, finance, marketing, operations, economics, and information systems. Because students work in groups, absolute drop deadline is two weeks after first day of class. A. Kalnins.

Students learn to evaluate firms, industries, and the broader environments in which they exist. Since this is a capstone course, a part of the analysis process involves integrating

material learned in all of the functional disciplines. Students also evaluate specific firm strategies and their impact on competitiveness and performance. Using all of this information, students are trained to select strategies for firms and to develop plans for implementing them. Topics include: environmental analysis, firm resource analysis, competitive analysis, strategy formulation, strategy implementation, international strategy, and strategic control.

#### **H ADM 447(4447) Managing Hospitality Distribution Strategies**

Spring. 3 credits. Elective. Prerequisites: H ADM 141 and 243. B. Carroll.

This course provides a framework for managing marketing distribution strategies. Emphasis is placed on presenting and analyzing the structure and interrelationships among distribution channels within the travel and hospitality industry. Theories of marketing distribution management and analysis are evaluated and applied within the context of that system. Topics include: dimensions of hospitality marketing distribution; economics of the major hospitality distribution segments; managing hospitality distribution strategies; and the role of convention and visitors bureaus, national tourist organizations, and associations in distribution management.

#### **H ADM 645(6645) Services Marketing and Customer Experience Management**

Fall. 3 credits. Elective. Prerequisite: graduate standing; marketing course or permission of instructor. R. Kwornik.

The main goal is to develop critical analytic skills and knowledge needed to implement service strategies for a competitive advantage. Topics include: key differences in goods versus services marketing and service gaps analysis; services consumer behavior and satisfaction; service quality; relationship marketing; service recovery; service design (including analysis of service as theater); service blueprinting and the "servicescape"; and services demand management, pricing, promotion, and distribution. Students learn through the use of lectures, discussion of current services research, case analyses, and guest-speaker presentations. A variety of group and individual written projects and presentations, including a services-marketing audit, are also used.

#### **H ADM 743(7743) Marketing Management for Services**

Summer. 3 credits. M.M.H. requirement. Prerequisite: M.M.H. students or permission of instructor. C. Dev.

This course covers the fundamental concepts of marketing management and the techniques, analyses, and frameworks for solving marketing-management problems. Students explore theories and conceptual frameworks that draw on customer, competitor, and core-capability analyses in marketing planning and implementation. Students develop decision-making capabilities in product/service development, pricing, advertising and promotions, and distribution policies. The capstone of the course is team development of a marketing plan for a new hospitality business.

#### **H ADM 744(7440) Competitive Strategies for the Hospitality Industry**

Spring. 3 credits. M.M.H. requirement. Prerequisite: M.M.H. students or permission of instructor. C. Enz.

Strategic management considers the total enterprise, the industry, and the competitive environment in which firms operate. This integrative capstone course focuses on how firms formulate, implement, and evaluate corporate and business strategies. The goal is for students to develop a mastery of the tools used to perform analyses of the industry and competitors and to develop skill at evaluating and implementing strategies to sustain a firm's competitive advantage while generating superior value for customers.

#### **Information Systems**

##### **H ADM 174(1174) Microcomputing**

Fall, spring. 3 credits. Required. Limited to 40 students per sec: fall, Hotel freshmen and transfer students; spring, open enrollment. P. Clark and M. Talbert.

This course provides a foundation in information technology (IT) and how it relates to everyday business computing. Students learn IT concepts during lectures, and these concepts are reinforced in practical lab sessions using current standards of business computing. Topics include: fundamental IT concepts; proficiency in Microsoft Office; understanding the issues of tool selection, standardization, and efficiency; integration of applications; and recognizing the importance of good computer management.

##### **H ADM 274(2274) Microcomputing**

Spring. 3 credits. Elective. Limited to 30 non-Hotel students per lec. P. Clark.

Students are introduced to business computing to develop functional computer fluency. Students develop their skills in the areas of text, spreadsheets, presentation and file management, and web site management. The course is entirely lab-oriented and students work using Windows 2000 software, which is the latest in word processing, spreadsheet, presentation, database management, and web design.

##### **H ADM 275(2275) Introduction to Information Systems Management**

Fall, spring. 3 credits. Required. Prerequisite: Hotel students; H ADM 174. P. Clark and E. Wagner.

Goals for the course are to learn about information systems; understand and be able to clearly articulate the difference between information technology and information systems; link concepts and technical jargon to the real-world uses of information systems; and learn the information-systems fundamentals needed throughout hospitality careers. The course is designed for students who will work within hospitality organizations as end users, user-managers, leaders, and information-systems professionals. This is not a course for technologists but rather for the general-management student. Students are provided with the essential information that all hospitality management professionals should know about information systems.

#### **H ADM 374(3374) Fundamentals of Database Management and Data Analysis**

Spring. 3 credits. Elective. Limited to 30 students. G. Piccoli.

This course prepares students to create and manage information in a knowledge-based organization. The design and use of database and spreadsheet functionality are used to perform analyses and to make decisions. Students gain a conceptual foundation and then practice applying these ideas through project activities and course readings. Topics include: information and information management in organizations; fundamentals of relational database design and implementation; SQL queries; how to work in a database design team and as an individual research analyst; database design and management using Microsoft Access; how to normalize a database design to ensure effective use of the technology; analysis of the managerial decision-making process functionality within Microsoft Access; the conversion of data into information and knowledge that can be leveraged for particular business goals; the role of data and information management in contemporary society; and data management opportunities in the hospitality industry.

#### **H ADM 476(4476) Visual Basic for Applications: End-user Programming**

Fall, spring 3 credits. Elective. Limited to 30 students per lec. **Due to capacity restraints in Binenkorb lab, attendance at first class is mandatory; no-show students are dropped to make room for stand-by students; students may not drop course after second week of class.** M. Talbert.

This is an introductory programming course for end-users (e.g., business managers and consultants). Students develop fluency in the popular Visual Basic for Applications (VBA) language. Using VBA, students learn how to customize and extend the Microsoft Office Suite, with an emphasis on Excel. They also develop custom information systems using Microsoft Office applications as programmable building blocks. Secondary objectives of the course are to cover fundamental design and programming principles. The course is entirely lab-based.

#### **H ADM 477(4477) Advanced Business Modeling**

Fall, spring, second seven weeks of semester. 2 credits. Limited to 21 seniors and graduate students; priority given to M.M.H. students. Prerequisite: H ADM 174. Note: Deadline to drop course is midpoint of course. M. Talbert.

This course focuses on organizational systems, planning, and decision process and how information is used for decision support in organizations. Students are provided with practical skills in developing spreadsheet computer models using Microsoft Excel. Topics include: business planning and forecasting, numerical methods, advanced formulas and functions, user-interface design, data protection and validation, importing external data, and output presentation.

**H ADM 574(5574) Strategic Information Systems**

Spring. 3 credits. Elective. G. Piccoli.  
This course targets students contemplating careers in general management and operations, marketing, or information systems. Managerial in nature, the course is designed to help students think strategically about IT (and, by extension, about any organizational resource) and to provide students with analytical tools that can help them make effective decisions about the use (or not) of IT in organizations. Students learn the managerial implications of recent technology trends; the economic premises of the new competitive landscape dominated by pervasive networks (e.g., the Internet); how information technologies can be leveraged to create shareholder value and service customers; how information and advanced IT can create competitive advantage; and when and how a competitive advantage based on IT can be sustained. This course includes lectures, case study discussions, guest presentations, and project work. Many of the class activities center on analysis and discussion of readings and case studies. Class meetings are very interactive.

**H ADM 772(7720) Information Systems Management**

Spring. 3 credits. M.M.H. requirement.  
Prerequisite: M.M.H. students or written permission of instructor. G. Piccoli.  
Information technologies (IT)-based information systems are important to almost all organizations. They are a primary means for ensuring efficient operations and effective decision-making, and they offer the potential to increase a firm's competitiveness when appropriately planned and used. Students become comfortable with all aspects of information systems decision-making, including systems analysis and design, systems selection and purchasing, and the risks of IT investments. They become familiar with the systems found in hospitality operations. The course is not overly technical, but students are expected to be comfortable researching and discussing information technologies.

**FINANCE AND REAL ESTATE****Finance/Accounting****H ADM 120(1120) Personal Financial Management**

Fall, spring. 2 credits. Elective. Limited to 120 non-Hotel students. L. Hensley and E. Cornell.  
Students are provided with an overview of personal financial planning, including money management, tax planning, use of credit, insurance, investing, retirement planning, and estate planning.

**H ADM 121(1121) Financial Accounting**

Fall, spring. 3 credits. Required.  
Prerequisite: Hotel undergraduates.  
D. Dittman.  
This course provides an introduction to 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 221(2221) Managerial Accounting**

Fall, spring. 3 credits. Required.  
Prerequisites: Hotel undergraduates; H ADM 121 and 174 or equivalents.  
G. Potter and J. Hesford.  
This course focuses on the use of accounting information for management decision making and control. Topics include product costing, budgeting, management decision making, and control systems. There is a final exam at the end of the semester.

**H ADM 222(2222) Finance**

Fall and spring. 3 credits. Required.  
Prerequisite: Hotel students or permission of instructors. C. Chang and Q. Ma.  
The course will provide students with a broad understanding of managerial finance. The overall objective is to develop skills in using accounting and cash flow information for financial planning, capital structure decisions, capital budgeting evaluation, and long-term financial decision-making. Topics will include valuation of investments, capital budgeting decisions, risk analysis for capital budgeting, capital structure, long-term financing, cost of capital, debt capacity, and raising capital in the public markets. When appropriate, specific examples relating to important issues in the hospitality industry will be discussed.

**H ADM 223(2223) Financial Accounting Principles**

Fall, spring. 3 credits. Elective.  
Prerequisite: non-Hotel undergraduates.  
P. Strebhel and A. N. Geller.  
This course serves as an in-depth introduction to the principles of financial accounting, involving transaction analysis, flow of accounting data to the financial statements, and careful consideration of accounting for revenues, expenses, assets, liabilities, and owner's equity.

**H ADM 225(2225) Finance**

Fall, spring. 3 credits. Elective.  
Prerequisite: non-Hotel undergraduates.  
Faculty.  
Students are exposed to a wide variety of corporate finance topics, including: time value of money, risk and return, valuation models, cost of capital, capital budgeting, capital structure, and dividend policy.

**H ADM 321(3321) Hospitality Financial Management**

Fall, spring. 3 credits. Required. Limited to 54 Hotel students per sec. Prerequisites: H ADM 121, 221, and 222, or permission of instructor. J. deRoos and J. Corgel.  
The course develops an understanding of the strategic roles that financial analysis and finance play in internal management decision-making of hotel and restaurant firms. That understanding, coupled with the ability to apply the tools, form the essence of hospitality financial management. Students build competence in using the quantitative tools of decision support models in hospitality financial management, develop a working knowledge of the ownership of hospitality assets, specifically hotels and restaurants, how the assets and the owner's positions are valued, and the drivers of unit-level revenues and values. The course provides an introduction to the fundamentals of hotel and restaurant finance and develops an understanding of how franchise agreements and management contracts are used in hotels and restaurants.

**H ADM 325(3325) Fundamentals of Financial Planning**

Fall. 3 credits. Elective. Prerequisite: junior or senior standing. Hotel students may use toward FARE concentration. P. Strebhel.  
Students are exposed to the many facets of wealth management: creating a coordinated financial plan, the dynamics of working with clients, the challenges of running a financial planning practice, and the attributes and skills required to be a successful financial advisor. This course is geared toward students interested in working in an advisory capacity with clients in fields such as investment banking, brokerage, insurance industry, accounting and tax, consulting, law, social work, banking, credit unions, lending institutions, securities, and investments.

**H ADM 421(4421) Internal Control in Hospitality Operations**

Fall. 3 credits. Elective. Limited to 30 students. Prerequisites: H ADM 321, 722, or equivalent. A. N. Geller.  
This course deals primarily with operations. Generally, hotel and restaurant operations are analyzed from the perspective of preventing fraud and embezzlement. Specifically, the design and distribution of production, accounting, information systems, and supervisory tasks are studied in a manner that ensures effective internal control and verifiable audit trails. The course relies heavily on case studies of actual frauds perpetrated within hotel and restaurant operations.

**H ADM 422(4422) Taxation and Management Decisions**

Fall. 3 credits. Elective. Limited to 75 students. Prerequisite: junior, senior, or graduate standing. L. Hensley.  
This course introduces students to the tax advantages and disadvantages of the various organizational structures, including corporations, partnerships, and subchapter "S" corporations. Other topics include: financial information reporting to tax authorities and to shareholders and how these reports differ; the use of depreciation methods to achieve tax reductions; and syndication techniques and the role tax laws play in promoting private investments and development.

**H ADM 426(4426) Advanced Corporate Finance**

Fall. 3 credits. Elective. Prerequisite: junior or senior standing; H ADM 321. Graduate students should enroll in H ADM 626.  
Q. Ma.  
Building on the finance class sequence (H ADM 222 Finance and H ADM 321 Hospitality Finance Management), this course helps students develop a framework that is useful for understanding a broad range of major corporate financial policies. While the course materials are relevant to businesses in general, special emphasis will be placed on applying the framework in the hospitality industries. The framework and applications will be useful to those who will work for corporations, those who will serve as outside consultants to corporations on appropriate financial policies, and those who will work as external financial analysts, whose primary focus is on understanding and evaluating the financial decisions made by corporate management.

**H ADM 427(4427) Multinational Finance and International Risk Management**

Spring. 3 credits. Prerequisites: Introduction to Corporate Finance and Financial Accounting or permission of instructor. Graduate students should enroll in H ADM 627. Faculty.

This is a case-based course that investigates issues that arise when businesses are run or investments are made in an international setting. It discusses currency risk and exchange rate determination, examines currency risk from both transactional and translation perspectives, and discusses the currency derivative market and hedging strategies. In addition, the course provides a critical exploration of country risk and the state of and differences between capital markets around the world. Students will gain hands-on experience in the subtle but substantial complexities that arise when doing business and investing outside of a single, well-developed economy.

**H ADM 429(4429) Investment Analysis and Portfolio Management**

Fall; spring. 3 credits. Elective. Prerequisites: Introduction to Corporate Finance, Financial Accounting, Introduction to Statistics, and beginner knowledge of Excel or permission of instructor. Graduate students should enroll in H ADM 629. C. Chang.

The course is an exploration of the three major investment vehicles: bonds, equity, and derivatives. In each case, students discuss what they are, how they are valued, and what risks they entail. The intimate relationship between return/value and risk is explored. At the focus of these discussions lies the idea that optimal investing is chiefly about balancing risk with returns; extracting maximum gains with minimum exposure; and creating portfolios with "good trade-offs." A study of theories develops a toolkit of skills, and a detailed look at practical application, including pricing anomalies, trading "programs," and a hands-on portfolio simulation, hopes to illuminate this investigation.

**H ADM 624(6624) Reporting and Analysis of Financial Statements**

Spring. 3 credits. Elective. Limited to 60 students. Prerequisite: junior, senior, or graduate standing. G. Potter.

This course is designed to provide an understanding of the basic accounting model, the underlying concepts for income measurement, and the accounting rules for the valuation of assets, liabilities, and owners' equity. Emphasis is placed on understanding the economic substance of the transactions and the implications of using alternate accounting rules on the resulting numbers, especially in assessing the "earnings quality" of hospitality firms. Focus is from an outsider's view of the company, and students should be able to evaluate and interpret published financial information, specifically in the context of valuation, debt and compensation contracts, and credit assessment.

**H ADM 626(6626) Advanced Corporate Finance**

Fall. 3 credits. Elective. Prerequisite: H ADM 321; graduate standing. Undergraduates should enroll in H ADM 426. Q. Ma.

For description, see H ADM 426.

**H ADM 627(6627) Multinational Finance and International Risk Management**

Spring. 3 credits. Elective. Prerequisites: Introduction to Corporate Finance and Financial Accounting, or permission of instructor. Undergraduates should enroll in H ADM 427. Faculty.

For description, see H ADM 427.

**H ADM 629 (6629) Investment Analysis and Portfolio Management**

Fall. Spring. 3 credits. Elective. Prerequisites: Introduction to Corporate Finance, Financial Accounting, Introduction to Statistics, and beginner knowledge of Excel or permission of instructor. Undergraduates should enroll in H ADM 429. C. Chang.

For description, see H ADM 429.

**H ADM 723(7723) Corporate Finance**

Summer. 3 credits. M.M.H. requirement. Prerequisite: M.M.H. students or permission of instructor. L. Canina.

This course builds on the prerequisite courses of financial accounting and financial reporting. Topics include: applications of discounting techniques; evaluation of capital expenditures; estimation of cost of capital; bond and stock valuation; portfolio theory; asset-pricing models; and capital-structure decisions. The course emphasizes valuation skills as a means to bring together the cost of capital, financing, and operating issues faced by a firm. Students come to understand the financial impact of managerial decisions; know how to differentiate decisions that increase the value of a firm; and know how to properly evaluate investment, financing, and payout decisions. They also learn standard techniques of financial analysis, such as discounted cash-flow valuation, capital budgeting, risk analysis, and estimation of the cost of debt and equity.

**H ADM 724(7724) Managerial Accounting**

Summer. 3 credits. M.M.H. requirement. Prerequisite: M.M.H. students or permission of instructor. J. Hesford.

This introduction to managerial accounting, which is the use of accounting information for decision-making and control, covers: cost behavior, cost classification, cost-volume-profit analysis, product costing, budgeting, variance analysis, cost estimation, cost allocations, customer-profitability analysis, managerial control systems, and performance measurement.

**Real Estate Development****H ADM 420(4420) Principles of Real Estate**

Fall, spring; 3 credits. Elective. Limited to 50 students. Prerequisites: H ADM 222 or equivalent; junior or senior standing. Graduate students must enroll in H ADM 620. Faculty.

This survey course approaches real estate from four perspectives: investment, market, mortgage finance, and legal. Understanding these perspectives enables 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 423(4423) Hospitality Real Estate Finance**

Fall. 3 credits. Elective. Prerequisite: H ADM 321 or equivalent; junior or senior standing. Graduate students must enroll in H ADM 621. D. Quan.

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

**H ADM 528(5528) Advanced Topics in Real Estate and Finance**

Spring. 3 credits. Elective. Prerequisite: senior or graduate students only or permission of instructor. D. Quan.

The course begins with a brief overview of various statistical and mathematical tools used throughout the course. Topics include concepts such as regression analysis, profitability theory, and continuous and discrete time stochastic processes. We first discuss the application of statistical techniques in the area of investment analysis with respect to hotel stock performance, commercial mortgage-backed securities, and other real estate-related investments. Real options and embedded options in real estate analysis will be discussed next, motivated by their applications in the valuation of leases, vacant land, and project expansion. We next investigate statistical models of real estate valuation and the student is expected to specify and estimate various valuation models. Similar models will be used to estimate and predict changes in rental rates. If time permits, we will also discuss the international performance of commercial real estate.

**H ADM 620(6620) Principles of Real Estate**

Fall, spring. 3 credits. Elective. Prerequisite: Hotel and Program of Real Estate students or permission of instructor. Undergraduates must enroll in H ADM 420. J. Corgel.

For description, see H ADM 420. This course includes much of the material in H ADM 420, plus special topic sessions that feature guest speakers from the industry, faculty from other colleges, and case studies.

**H ADM 621(6621) Hospitality Real Estate Finance**

Fall. 3 credits. Elective. Prerequisite: H ADM 722 or equivalent; graduate standing. D. Quan.

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; and trends in international hotel franchising. Presentation of hospitality

industry real estate practitioners will tie course material to current industry practices.

**H ADM 622(6622) Hospitality Asset Management**

Spring. 3 credits. Elective. Prerequisite: for undergraduates, H ADM 321 and completion of H ADM 420 highly recommended; for graduate students, H ADM 722 and completion of H ADM 620 highly recommended. Faculty. Hotel asset management is the fiduciary responsibility of managing the hospitality investment to meet the specific objectives of ownership. The asset manager's role in building value is analyzed at both the portfolio and property levels. Lectures, assignments, cases, and guest speakers introduce the latest techniques in asset management and provide insights into the current lodging-market and operational challenges. Topics include: management contracts; managing the manager; benchmarking property performance; and the capital improvements decision.

**H ADM 625(6625) Securitization and Structured Financial Products**

Fall. 3 credits. Elective. Limited to 40 seniors or graduate students; others by permission of instructor. Prerequisite: H ADM 222 or 721. D. Quan. This course deals with the structure and analysis of securitized financial products with an emphasis on residential and commercial mortgage-backed securities (MBS). The course is intended for those who wish to acquire a working knowledge of the analysis of such securities (e.g., collateralized mortgage obligations, commercial MBS, auto loans, and credit card-backed securities) and an understanding of the securitization process. The course's subject matter necessitates a highly analytic and quantitative approach, and students are required to have a strong background in finance and economics. Students who have questions about preparation or background should see the instructor.

**H ADM 628(6628) Real Estate Finance and Investments**

Spring. 3 credits. Elective. Limited to 40 seniors and graduate students; others by permission of instructor. Prerequisites: H ADM 323 or 621, H ADM 420 or 620. J. Corgel. This course promotes sound real estate investment and finance decision-making, the use of advanced theory, and techniques in financial economics. Real estate investment decisions are made through applications of an extended version of the after-tax discounted cash flow model and other valuation models, including option pricing and regression models. Financing decisions are made using the techniques of modern financial analysis. A wide array of financing options are considered including participating and accrual mortgages. Securitization of equity and debt claims to real estate also are covered extensively. All types of residential and nonresidential real estate are analyzed, including hospitality properties.

**OTHER**

**H ADM 491(4491) Hotel Ezra Cornell (H.E.C.)**

Fall and spring. Variable credit: 2-3 in fall and 3-4 in spring. Elective. Prerequisite: Hotel juniors, seniors, and second-year M.M.H. students; others by permission of instructor. Cost of required field trip to November hotel show in NYC: approx. \$200. R. McCarthy.

Student-elected board members of Hotel Ezra Cornell (H.E.C.) may receive up to 3 credits in Hotel School electives for their participation in the planning, organizing, staffing, directing, and controlling of H.E.C. '07 to be held April 12-15, 2007. Additional credit would be in free electives only. Next year's board will continue to implement the business plan developed by the previous H.E.C. board of directors: "To establish Hotel Ezra Cornell as the premier forum to deliver a unique hospitality learning experience to industry leaders and students in an interactive setting." Board positions are limited to students in good standing with a minimum cumulative GPA of 2.5. Eligibility requirements for specific board positions can be obtained in the Office of Student Services, 180 Statler Hall. Eligible students considering a board position for H.E.C. should pre-enroll for the course and speak with the instructor; final enrollment is determined by an election process.

**H ADM 493(4493) Management Intern Program I—Operations**

Fall, spring. 6 credits. Elective. Prerequisites: H ADM 105 or 115, 201, 211, 121, 221, 222, 106 or 236, 243, 255, 165, 174, and 275. Highly recommended: H ADM 321, 305, 355, and 365. Additional course work may be required for applicants considering specialized internships. Students must submit detailed plan for completion of all remaining academic requirements before acceptance into course. Faculty.

Limited to juniors and seniors in the Hotel School with approval of the Management-Intern Program (MIP) faculty committee. The application process begins the semester before the planned internship. An MIP information meeting is held at the beginning of each semester. Students accepted to MIP enroll in both H ADM 493 and 494. Students enrolled in H ADM 493 receive academic credit in free electives as well as practical experience in the hospitality field. Six performance evaluations are used to determine this grade. Students must be in good academic standing and have a GPA of at least 2.0 in the preceding semester. Further information is available in the Office of Student Services, 180 Statler Hall.

**H ADM 494(4494) Management Intern Program II—Academic**

Fall, spring. 6 credits. Elective. Prerequisite: junior or senior standing in Hotel School; permission of Management Intern Program (MIP) faculty committee. Faculty. The application process begins the semester before the planned internship. An MIP information meeting is held at the beginning of each semester. Students accepted into MIP enroll in both H ADM 493 and 494. Students enrolled in H ADM 494 receive academic credit in free electives for submission of a goals and objectives statement, four

management reports, six journal entries that focus on insights gained through analysis of events occurring in the workplace, and four Hospitality Management Checklist summaries. Upon return to campus, each intern completes a debriefing and an oral presentation to fulfill the academic requirements. Students must be in good academic standing and have a GPA of at least 2.0 in the preceding semester. Further information is available in the Office of Student Services, 180 Statler Hall.

**H ADM 497(4970) Undergraduate Research**

Fall, spring. Variable credit. Elective. Faculty. Outstanding students may conduct independent research under faculty supervision. Each student is expected to review pertinent literature, prepare a project outline, conduct the research, and prepare a report. Students make two presentations coordinated by the Center for Hospitality Research (CHR): one at a preliminary stage and one at project completion. Students submit the completed report to the CHR, which will be available online through the CHR web site.

**H ADM 498(4980) Undergraduate Independent Study**

Fall, spring. Variable credit. Elective. Faculty. This course can be taken only by students conducting two independent studies in one semester. For more details, see H ADM 499.

**H ADM 499(4990) Undergraduate Independent Study**

Fall, spring. Variable credit. Elective. Faculty. Students have the option of conducting an independent study project in any academic area. The number of credits for which students may register are arranged on an individual basis. Note: Students commit themselves to a certain number of credits of independent academic work per week per credit hour if they choose to do an independent study project, and the work must be performed in the semester for which the student is enrolled in the independent study. The usual add/drop policy applies, and retroactive credit for work commenced after an academic semester has ended is not allowed. Projects are conducted under the direction of a faculty member, and regular, frequent consultations are mandatory. Also, a written report must be produced and made available to all faculty members and students of the school after its submission to the supervising faculty member. Credit for independent study projects may not count toward the hotel school elective requirement, but, rather, toward free electives. Students cannot earn academic credit for independent study when the equivalent material is offered in a regular course, and credit is not earned for teaching a course. Students should consider all aspects of their situation before committing themselves to an independent study project. Enrollment forms are available in the Office of Student Services, 180 Statler Hall.

**H ADM 698(6980) Graduate Independent Research**

Fall, spring. Elective. Faculty. Each student must have in mind a project and obtain agreement from an individual faculty member to oversee and direct the study.

Written permission is required before course enrollment. Permission forms are available in the Office of Student Services, 180 Statler Hall.

**H ADM 699(6990) Graduate Independent Research**

Spring. 2 credits. Elective. Faculty. Each student must have in mind a project and obtain agreement from an individual faculty member to oversee and direct the study. Written permission is required before course enrollment. Permission forms are available in the Office of Student Services, 180 Statler Hall.

**H ADM 790(7790) Externship**

Winter. 1 credit. M.M.H. requirement. Prerequisite: M.M.H. students or permission of instructor. Faculty. The overall goals for the externship are: to model for the students' activities and behaviors that are critical for their future success in a business environment and to require the students to articulate new understandings and develop an action plan that will enhance their career potential.

**H ADM 791(7791) Professional Development I**

Summer. 0.5 credits. M.M.H. requirement. Prerequisite: M.M.H. students or permission of instructor. Faculty. Seminar format, varies week to week.

**H ADM 792(7792) Professional Development II**

Fall. 0.5 credits. M.M.H. requirement. Prerequisite: M.M.H. students or permission of instructor. Faculty. Seminar format, varies week to week.

**H ADM 795(7795) Master of Management in Hospitality Master Class**

Spring, three-day immersion seminar taught by industry leaders at their establishment during Jan. winter break. 1 credit. Elective. Prerequisite: M.M.H. students or permission of instructor. Faculty.

Students solve problems based on real-life scenarios and present their solutions to industry leaders and the Hotel School faculty members who accompany them. A final paper is due in the spring semester immediately following the seminar.

**H ADM 796(7796) M.M.H. Charette**

Fall. 1 credit. Required. Prerequisite: M.M.H. students. A. Susskind. Held during fall break. The M.M.H. Charette is one of several professional and leadership development elements in the required M.M.H. Program curriculum. The M.M.H. Charette provides students with a group dynamics laboratory, giving an opportunity to practice group problem solving, prepare a group presentation, and receive group feedback. The Charette is conducted in a three-day, intensive format working with faculty and a firm in the hospitality industry. Students, working in groups on a problem defined by the firm, present the results of their work 48 hours after receiving instructions to a panel of faculty and firm representatives.

**H ADM 797(7797) Hospitality Industry Leadership Development Institute**

Summer. 1 credit. M.M.H. requirement. Prerequisite: M.M.H. students or permission of instructor. Faculty.

A dozen or more senior executives from the hospitality industry visit the campus to evaluate students as individuals and as part of a team. They assess how well the students are able to lead, take direction, work with others, present ideas, and listen to other ideas. At the end of the class, one or more of them meet with students individually, and in teams, to evaluate performance. This centerpiece of the orientation process is designed to outline some of the personal and career goals students will want to work toward in the coming year.

**H ADM 890(8890) M.S. Thesis Research**

Fall, spring. Required. Faculty.

**H ADM 990(9990) Ph.D. Thesis Research**

Fall, spring. Required.

## FACULTY ROSTER

- Anderson, Chris, Ph.D., U. of Western Ontario. Asst. Prof.  
 Brownell, Judith, Ph.D., Syracuse U. Prof., Dean of Students  
 Canina, Linda, Ph.D., New York U. Assoc. Prof., Executive Director, Center for Hospitality Research  
 Carroll, William, Ph.D., Penn State U. Sr. Lec.  
 Carvell, Steven A., Ph.D., SUNY Binghamton. Assoc. Prof., Assoc. Dean of Academic Affairs  
 Chang, Charles S., Ph.D., U. of California, Berkeley. Asst. Prof.  
 Clark, Preston, M.S., Syracuse U. Lec.  
 Corgel, John, Ph.D., U. of Georgia. Robert C. Baker Professor of Real Estate  
 Dahl, Nicholas, M.A., Oregon State U. Lec.  
 deRoos, Jan A., Ph.D., Cornell U. Hospitality Valuation Services Professor of Hotel Finance and Real Estate  
 Dev, Chekitan S., Ph.D., Virginia Polytechnic Inst. and State U. Assoc. Prof.  
 Dittman, David A., Ph.D., Ohio State U.  
 Herbert E. Westfall Professor of Accounting  
 Enz, Cathy A., Ph.D., Ohio State U. Prof. and Lewis G. Schaeneman, Jr. Professor of Innovation and Dynamic Management. Assoc. Dean of Industry Research and Affairs  
 Geller, A. Neal, Ph.D., Syracuse U. Robert A. Beck Prof. of Hospitality Financial Management  
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