

SCHOOL OF HOTEL ADMINISTRATION

ADMINISTRATION

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DEGREE PROGRAMS

Hotel Administration

Degree

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 one of the best collections of hospitality-related materials in the United States. The collection contains approximately 37,000 books, 1,500 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 electronic information resources, including *Business Source Premier*, *Proquest*, *Hotel Outlook*, *Mintel Marketing Intelligence*, and the *Hospitality and Tourism Complete*, a unique index of 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. 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; a signature restaurant, Taverna Banfi; two quick-service food outlets; 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 1210 and 1220 (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 1230 or the equivalent;
4. completion of two units of practice credit; and
5. completion of the university requirement in physical education (including the swim test).

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.

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., HADM 1121, 1106). The communication courses (HADM 1165 and 3365) 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.

Minor in Real Estate

The minor in Real Estate is designed to prepare students for careers in the commercial real estate industry. Both the U.S. and international capital markets are undergoing fundamental changes, as is the nature of real estate ownership. This minor focuses on careers as a real estate investor, in real estate finance, in real estate consulting, in structured finance, and in real estate transaction support. Cornell University's Hotel School is at the forefront of knowledge in this field and will help students prepare for a rewarding career. The minor is fulfilled with a minimum of six courses. Four courses are required and two or more electives complete the minor. A minimum of 18 credit hours is required to complete the minor. Any undergraduate student in the university may enroll in the minor in Real Estate; the minor is designed to integrate with the requirements of several majors including AEM in CALS, ORIE in Engineering, Industrial and Labor Relations, and Economics in Arts and Sciences. Requirements for students in the School of Hotel Administration are different from requirements for students in other undergraduate units. Students who wish to pursue a minor in Real Estate must complete and submit an application. Applications are available in the home of the minor in Real Estate, 465 Statler Hall, on the school's web site, or by e-mailing cu_re_minor@cornell.edu.

Minors

Students in the School of Hotel Administration may pursue minors offered by units in any college or division. A unit that offers a minor may place restrictions on who can pursue that minor (usually because of limited resources), and a major may place restrictions on the minors that its students can take (usually because the major and minor areas are too similar).

Completion of a minor will be audited by the unit that offers it. The minor will be recorded on students' official transcripts by their home colleges after receiving verification by the unit offering the minor, usually during the summer after graduation. Students should inquire with the offering units for application procedures and requirements.

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 HADM 4497, 4498, 4499, 6698, or 6699 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. 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 HADM 4493, 4494, 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.

Culinary Institute of America Alliance

The School of Hotel Administration has an alliance with the Culinary Institute of America (CIA), which is located in Hyde Park, N.Y. Hotel School juniors and seniors can both earn their B.S. from Cornell and complete the requirements for an Associates in Occupational Studies (A.O.S.) degree in Culinary Arts from the CIA during the course of their four-year program at Cornell. Most students apply to the program during their sophomore year, so planning should start early to be sure all program requirements are met.

Students study approximately nine months onsite at the CIA, working and learning daily in the finest training kitchens in the world. Students are required to have completed HADM 2236 Culinary Theory and Practice and HADM 3305 Restaurant Management from the Hotel School core curriculum before attending the full program at the CIA. In addition to the core curriculum, Hotel School students are required to take four specific courses to complete the degree requirement:

- HADM 4403 Specialty Food and Beverage Operations: Guest Chefs (offered spring only)
- HADM 4404 Catering and Special Events Management (offered fall only)
- HADM 4430 Introduction to Wines
- HADM 4432 Contemporary Healthy Foods (offered fall only)

More information about the CIA is available at www.ciachef.edu. Frequently asked questions are available at www.hotelschool.cornell.edu/academics/special/cia/ciasha.html. For additional collaborative degree program questions or to obtain applications, contact CIA_Alliance@cornell.edu.

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

<i>Required courses</i>	<i>Credits</i>
Operations: HADM 1105, 1106, 2201, 3301, 3305	14
Management and Organizational Behavior: HADM 1115	3
Human Resource Management: HADM 2211	3
Finance/Accounting: HADM 1121, 2221, 2222, 3321	12
Food and Beverage Management: HADM 2236	4
Marketing, Tourism, and Strategy: HADM 2243, 4441	6
Facilities Management, Planning, and Design: HADM 2255, 3355	6
Managerial Communication: HADM 1165, 3365, first-year writing seminar	9
Information Systems: HADM 1174, 2275	6
Law: HADM 3387	3
Economics: HADM 1141	3
<i>Specifically required credits</i>	69
<i>Hotel electives</i>	12
<i>Distributive electives</i>	18
<i>Free electives</i>	21
Total credits required for graduation	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 upper-class years.

Freshman Year

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

<i>Required courses</i>	<i>Credits</i>
HADM 1105 Introduction to Hotel Operations	2
HADM 1106 Introduction to Food Service Operations	2
HADM 1115 Organizational Behavior and Interpersonal Skills	3
HADM 1121 Financial Accounting	3
HADM 1141 Microeconomics for the Service Industries	3
HADM 1165 Managerial Communication I	3
HADM 1174 Microcomputing	3
First-year writing seminar	3
Electives	6
	28

Sophomore Year

<i>Required courses</i>	<i>Credits</i>
HADM 2201 Hospitality Quantitative Analysis	3
HADM 2211 Human Resource Management	3
HADM 2221 Managerial Accounting	3
HADM 2222 Finance	3
HADM 2236 Culinary Theory and Practice	4
HADM 2243 Principles of Marketing	3
HADM 2255 Hotel Development and Planning	3
HADM 2275 Introduction to Information Systems Management	3
Electives	6
	31

Junior Year

<i>Required courses</i>	<i>Credits</i>
HADM 3301 Service Operations Management	3
HADM 3305 Restaurant Management	4
HADM 3321 Hospitality Financial Management	3
HADM 3355 Hospitality Facilities Operations	3
HADM 3365 Managerial Communication II	3
HADM 3387 Business and Hospitality Law	3
Electives	12
	31

Senior Year

<i>Required courses</i>	<i>Credits</i>
HADM 4441 Strategic Management	3
Electives	27
	30

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

<i>Required courses</i>	<i>Credits</i>
HADM 6610 Dean's Distinguished Lecture Series	1
HADM 7703 Operations Management	3
HADM 7711 Organizational Behavior	3
HADM 7712 Human Resources Management	3
HADM 7723 Corporate Finance	3
HADM 7724 Managerial Accounting	3
HADM 7743 Hospitality Marketing	3
HADM 7744 Competitive Strategies for the Hospitality Industry	3
HADM 7751 Property Development and Planning	3
HADM 7761 Managerial Communication	3
HADM 7772 Information Systems Management	3
HADM 7796 Charrette	1
HADM 7797 Hospitality Industry Leadership Development Program	1
Balance of courses is electives.	
Total credits required for the master of management in hospitality program	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

HADM 1110 Distinguished Lectures in Hospitality Management

Fall. 1 credit. Elective. Those wishing to enroll have until Friday, Sept. 4, 2009, to add it. 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.

HADM 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.

HADM 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 and Statler Hotel management, 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.

HADM 4410 Hospitality Management Seminar

Fall. 1 credit. Elective. Limited to 30 Hotel seniors. Corequisite: HADM 1110. 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, Sept. 5, 2010, to add it. Failure to do so will result in their being dropped from course. Dean M. Johnson.

HADM 4410 complements HADM 1110 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.

HADM 4411 Negotiations in the Hospitality Industry

Spring. 3 credits. Elective. Limited to 30 students. Prerequisite: undergraduate standing; HADM 1115 or equivalent. Grad students enroll in HADM 6611. 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.

HADM 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. 26.** F, Mar. 5 (1–6 P.M.), S, Mar. 6 (10 A.M.–6 P.M.), Sun, Mar. 7 (10 A.M.–4:30 P.M.), 2010, in Statler Auditorium. Attendance mandatory for credit. Fee for required notebook (charged to student's bursar bill; notebook distributed on first day of class): \$45. 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 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.

HADM 4417 Hospitality Leadership

Spring, second seven weeks of semester. 2 credits. Limited to Hotel seniors; Hotel juniors by permission. Prerequisite: HADM 1115 or similar course.

Being an effective leader is one of the fundamental responsibilities of almost all hospitality managers and also plays a critical role in managing organizational change. In this course, you will learn about your leadership style, explore a range of effective and ineffective leader behaviors, understand the importance of both formal and informal leadership, and develop your leadership skills. Instructional techniques will include self-assessment, lecture and discussion, case analyses, and experiential exercises. Course is strongly recommended for SLDP seniors.

HADM 5511 Survey of International Management

Fall. 3 credits. Elective. J. Katz.

This course provides an overview of management in the international environment, both within multinational corporations and in domestic corporations based outside of the United States. The goal is to teach students how to be more effective when working in global contexts: how to analyze and respond to behavioral differences across countries; methods to communicate effectively in cross-cultural and multicultural settings; leading multinational teams, etc. The course is taught with a combination of lectures, cases, and in-class exercises.

HADM 6610 M.M.H. Discussion Forums in Hospitality Management

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

HADM 6610 is a required master's-level course that provides a unique opportunity for

successful industry leaders to share their experiences with M.M.H. students in a small group setting. Speakers will share their views about the successful skill sets, temperaments, and leadership styles needed to be an effective and valuable executive. They will also focus on critical industry-related issues. The speakers are chosen for their knowledge, experience, and proven success in the hospitality industry. As a student in HADM 6610, you will have an unparalleled opportunity to learn how hospitality executives view the current and future status of the industry.

HADM 6611 Negotiations in the Hospitality Industry

Spring. 3 credits. Elective. Limited to 30 students. Prerequisite: graduate standing. Undergraduates to enroll in HADM 4411. 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.

HADM 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

HADM 2210 The Management of Human Resources

Fall. 3 credits. Elective. Prerequisite: non-Hotel students. Not open to freshmen. S. Way.

Students engage in a practically oriented examination of the role of human resources management (HRM), starting with an introduction to the HR 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.

HADM 2211 Human Resource Management

Fall, spring. 3 credits. Required. Limited to 70 students per lec. Not open to freshmen or graduate students. Prerequisite: HADM 1115. B. Tracey, S. Way, and M. Sturman.

This course facilitates an understanding of the policies, procedures, and systems required to attract, select, develop, and retain quality employees. Students learn about the major environmental factors that affect the

HR function, including legislation, economics, and demographics. The course emphasizes human resource issues in the hospitality industry. Instruction is based on lecture and discussion as well as case analysis and project work.

HADM 3313 Training and Development

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

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, students 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.

HADM 5512 Managing Compensation

Spring. 3 credits. Elective. Prerequisite: introductory human resource course (HADM 2211, HADM 7712, ILR 2600, ILRHR 5600, or equivalent). M. Sturman.

This course is designed to give students a practical understanding of the methods and implications of compensation, including hands-on experience designing compensation systems for firms in the service industry. (The course is designed to provide material that is distinct from that provided in ILRHR 6690 Managing Compensation.) Students will learn how to design a pay plan, including base pay and pay-for-performance plans. By the completion of the course, participants will know how to design pay ranges and grades for organizations where most jobs can be benchmarked with market data. The course will also devote considerable time to the design of incentive plans, including merit pay, bonuses, gainsharing, profit sharing, piece-rate, tipping, and commission systems. The course is designed to be useful for those desiring employment as an entry-level compensation specialist, a human resources generalist, those starting and running their own business, or those who want a better understanding of how human resource practices are actually managed. For students with a particular interest in compensation, the course can be taken in addition to the ILRHR 6690 course; for those interested in compensation in the services industry, this course can be taken as a standalone course.

HADM 5513 Strategic Human-Resource Management in Hospitality

Spring. 3 credits. Elective. Prerequisite: HADM 2211 or equivalent. B. Tracey.

Over the past several years, the HR function has taken on a broader role in helping organizations to create and sustain a competitive advantage. The primary focus of this course is to examine the ways in which HR policies, practices, and systems can enhance the competitive capabilities of hospitality organizations. This seminar-style course will be conducted using hospitality case studies and current business problems as a basis for learning. The course will also include the opportunity to conduct a "live case study" of one or more strategic HRM problems with a real hospitality firm.

HADM 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. M. Sturman.

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

HADM 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.

HADM 3364 Corporate Communication

Spring. 3 credits. Elective. Limited to 30 students per lec; priority given to Hotel students. Prerequisite: junior, senior, or graduate standing or written permission of instructor; for Hotel undergraduates, HADM 1165 or waiver; for non-Hotel undergraduates, completion of their college's writing requirement. A. Newman.

How you communicate as a leader will determine your ability to convey ideas, manage teams, win support—and get promoted within an organization. In this course, we'll analyze how companies handle crisis communication, work with the media, manage change, and inspire employees. With an emphasis on current events, we'll study both traditional communication methods and new communication technologies, such as blogging, intranets, e-mail, web meetings, and instant messaging. Expect written assignments and highly interactive presentations to build your communication skills.

HADM 3365 Managerial Communication II

Fall, spring. 3 credits. Required. Limited to 24 students per lec; priority given to Hotel students. Prerequisites: junior or senior standing; for Hotel undergraduates, HADM 1165 and 1115. D. Lennox and A. Newman.

This course develops the knowledge and skills hospitality managers need to face an array of persuasive communication challenges. HADM 3365 builds on the principles of effective managerial communication presented in HADM 1165 as well as the concepts of organizational

behavior and interpersonal skills covered in HADM 1115. The course introduces the theory and principles of persuasion and focuses on their application in a range of management and leadership contexts.

HADM 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.

HADM 7761 M.M.H. Managerial Communication

Fall. 3 credits. Required. Limited to 40 M.M.H. students per sec. D. Lennox.

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

HADM 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: employment law, franchising, and business organizations. Students read judicial opinions; learn to identify issues; and analyze the issues by applying legal principles.

HADM 3387 Business and Hospitality Law

Fall. 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.

[HADM 4481 Labor Relations in the Hospitality Industry (also ILR 4060)]

Spring. 4 credits. Elective. Prerequisites: HADM 3387 or ILRCB 2010. Next offered 2010–2011. R. Hurd and D. Sherwyn.

This course will focus on the critical labor relations issues facing the hospitality industry. All students will participate in simulated organizing campaigns and contract negotiations. Representatives of management and unions will address the class on key contemporary developments.]

[HADM 4485 Employment Discrimination Law and Union-Management Relations]

Spring. 3 credits. Elective. Prerequisites: junior, senior, or graduate standing; HADM 3387 or permission of instructor. Next offered 2010–2011. D. Sherwyn.

This course provides students with an understanding of discrimination laws, a framework for complying with laws, and a method for using the laws to maintain positive employment relations.]

HADM 4487 Real Estate Law

Fall, spring. 3 credits. Elective. Prerequisite: junior, senior, or graduate standing. Recommended: completion of HADM 3387. A. Klausner.

This course provides students with an understanding of the legal issues surrounding the ownership, transfer, and use and development of real estate. Students will learn to recognize and evaluate legal issues in order to inform the decision-making process with respect to real estate, whether as a business executive, an entrepreneur, or in personal life.

HADM 4489 The Law of the Internet and e-Commerce

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

The computer industry and the Internet have fundamentally changed the world in swift, dramatic fashion. The emergence of global digital networks and digital technologies offer to nearly anyone the ability to access, store, mine, manipulate, and transmit vast amounts of information. At the same time, this revolution in the use of information raises new and often complex legal disputes in areas such as copyright, trademark, privacy, speech, contract formation, jurisdiction, information security, etc. Moreover, the rapidly growing maze of laws directed at the Internet is another thorny obstacle for persons and companies doing business on the web. The purpose of this course is to acquaint students with the legal topics and principles applicable to the Internet, and to help students identify and understand the rapid developments of the law of the Internet by exploring specific problems.

HOSPITALITY FACILITIES AND OPERATIONS

Food and Beverage Management

HADM 2236 Culinary Theory and Practice

Fall, spring. 4 credits. Required. Prerequisite: HADM 1106. 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. Failure to attend first lab may result in administrative drop. 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.

HADM 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 F of first week of classes. 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.

HADM 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. These students must drop the course officially with their own college. Because of high demand for this course and consumption of a product, the absolute drop deadline in fall for all students is F, Sept. 11, 2009, and drop deadline in spring is F, Jan. 29, 2010. 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.

HADM 4431 Wine and Food Pairing Principles and Promotion

Fall. 2 credits. Elective. Limited to 20 Hotel juniors, seniors, and graduate students only. Prerequisite: HADM 4430. 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.

HADM 4432 Contemporary Healthy Foods

Fall. 3 credits. Elective. Priority given to 20 seniors and graduate students; others may enroll, space permitting. Prerequisite: HADM 3305 or equivalent. 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.

HADM 4435 Selection, Procurement, and Supply Management

Spring, first seven weeks of semester. 2 credits. Elective. Limited to 20 Hotel juniors, seniors, and graduate students or permission of instructor. Add/drop deadline Sept. 5, 2009. 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.

HADM 4436 Beverage Management

Spring. 3 credits. Elective. Prerequisite: Hotel junior, senior, or graduate standing; HADM 4430 (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 include 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.

HADM 4437 Anheuser Busch Seminar in Quality Brewing and Fine Beer

Fall, spring, first seven weeks of semester. 2 credits. Elective. Prerequisite: Hotel students only; HADM 4430. 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.

HADM 4438 Seminar in Culture and Cuisine

Spring. 3 credits. Elective. Limited to 20 students. Prerequisite: HADM 2236 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.

HADM 4495 Implementing Strategies for Tying Wellness Practices to Company Profit

Spring. 3 credits. Elective. 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 should increase 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 will be 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.

HADM 6631 Seminar in Multiunit-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 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**HADM 1101 Hotel Operations Management: Tactics for Profitability**

Summer. 3 credits. R. McCarthy and M. McCarthy.

In this Summer College program you will develop your business, management, and leadership skills while refining your computer, communication, and analytical skills. You will have the opportunity to explore the hospitality industry at the world-renowned School of Hotel Administration.

This course is designed to provide not only an elemental understanding of the hospitality industry but a realistic exposure to the work, decisions, and competitive forces that have an impact on all of those who take a professional stake, either directly in the industry or within one of its supporting industries. You will be responsible for coming up with a business plan and operating a 250-room simulated CHES Hotel. Through careful analysis of your hotel's financial information you will see the multiple impacts of the decisions you make and the issues that need to be taken into consideration and balanced in order to operate a profitable business. Your interpretation of your analysis will be presented in a concise, professional, and well-organized fashion in the form of a business report. You will learn how to use the Microsoft Office 2007 suite of products to support your analysis and to effectively communicate your findings. Your business report will serve as a cumulative demonstration of the knowledge that you have gained during the program.

HADM 1105 Introduction to Hotel Operations

Fall, spring, seven weeks. 2 credits. Required. Prerequisite: Hotel or ITD students. **Corequisite:** HADM 1106. Students enrolled in Lec 1 of HADM 1105 take Lec 2 of HADM 1106 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. Completion of a front desk and housekeeping practicum at the Statler Hotel is a required course activity.

HADM 1106 Introduction to Food Service Operations

Fall, spring, seven weeks. 2 credits.

Required. Prerequisite: Hotel or ITD students. Corequisite: HADM 1105.

Students enrolled in Lec 1 of HADM 1106 take Lec 2 of HADM 1105 in same semester, and vice versa. S. Lipinski and R. Spies.

Students are introduced to the principles of foodservice operations, beginning with an overview of the foodservice industry at large. Attention is initially focused on major industry segments, business practices, and trends. Subsequently, detailed consideration is given to the components of the foodservice system: marketing, menu planning, production, service, 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.

HADM 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.

HADM 3301 Service Operations Management

Fall, spring. 3 credits. Required. Limited to 70 Hotel students per lecture.

C. Anderson, G. Thompson, 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.

HADM 3303 Club Management

Fall, spring, seven weeks; spring, first seven weeks. 2 credits. Elective. Deadline to drop course is midpoint of course.

Limited to 35 Hotel juniors and seniors only in fall, no freshmen; open to non-Hotel students only in spring; Hotel students by permission only. 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.

HADM 3305 Restaurant Management

Fall, spring. 4 credits. Required. Limited to 27 Hotel students per lab. Prerequisite: HADM 2236 and Bar Code and Serv-Safe certified. 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 Sept. 4, 2009, and in spring is Feb. 5, 2010.** 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.

HADM 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 using student-developed case studies, students visit and analyze various independently owned and corporate 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.

HADM 4402 Contract Foodservice Management

Spring. 3 credits. Elective. Prerequisites: HADM 1106 and HADM 2236. Faculty.

The course focuses on outsourcing foodservice operations management in venues such as business and industry, education, sports and entertainment, and lodging. It is particularly relevant since the service segment of business has been focusing on outsourcing all kinds of operational components. Students gain a broader perspective of hospitality foodservice operations rather than just restaurants and hotels. They also explore operational parameters appropriate for different types of foodservice venues, as well as evaluating RFPs and contracts.

HADM 4403 Specialty Food and Beverage Operations: Guest Chefs

Spring. 3 credits. Elective. Limited to 20 students. Prerequisite: Hotel juniors, seniors, and graduate students; HADM 3305; permission of instructor. G. Pezzotti.

This course is designed for students having a strong food and beverage orientation. 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, working in groups, will be responsible for the marketing, organization, planning, production, service, financial analysis, and accounting relative to three guest-chef specialty production nights. The chef will be asked to recommend the evening's menu reflecting his or her culinary background and 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 application of food and beverage management principles.

HADM 4404 Catering and Special Events Management

Fall. 3 credits. Elective. Limited to 30 students. Prerequisites: HADM 2236 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.

HADM 4408 Introduction to Casino Operations

Fall. 2 credits. Elective. Limited to Hotel students, others by permission of instructor. Drop deadline for course is end of week three. Cost of required field trip to Atlantic City: approximately \$300. 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.

HADM 5502 Advanced Hospitality Quantitative Analysis

Spring. 3 credits. Elective. Prerequisite: HADM 2201 or permission of instructor. R. Lloyd.

The course introduces students to topics in statistics that can be utilized by corporate or business leaders to aid in decision making. It builds upon the statistical knowledge gained from HADM 2201, including in-depth statistical techniques that may not be mainstream within the hospitality industry today, but which are growing in importance. Topics include more multiple regression; simple and multiple logistic regression; one- and two-factor ANOVA, with multiple comparison procedures; chi-squared tests of independence of categorical factors; tests of proportions; and predicting and forecasting with artificial neural networks. Computational programs include Minitab (used in HADM 2201) and Alyuda NeuroIntelligence.

HADM 6600 Advanced Revenue Management

Spring; second seven weeks. 2 credits. Elective. Hotel graduate students only, others by permission of instructor. This course is taught via video-conference with CNI-Singapore. S. Kimes.

In this course, students will work in virtual teams and learn how to apply revenue management solutions to nontraditional applications such as golf, spa, function space, and retail.

HADM 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.

[HADM 6603 Quality and Process Improvement]

Spring. 3 credits. Elective. Prerequisite: graduate students only. Next offered 2010–2011. 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. Topics 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.]

HADM 6605 Yield Management

Fall, spring. 3 credits. Elective. Limited to 30 students. Prerequisite: senior or graduate standing; HADM 3301 or 7703 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.

HADM 6606 Restaurant Revenue Management

Fall. 3 credits. Elective. Limited to 40 students. Prerequisites: HADM 7703; 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.

HADM 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.

HADM 7703 Operations Management

Summer. 3 credits. M.M.H. requirement. Prerequisite: M.M.H. students or permission of instructor. G. Thompson.

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

HADM 2255 Hospitality Development and Planning

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

HADM 3351 Hospitality Facilities Design

Fall. 4 credits. Elective. Limited to 36 students. Prerequisite: HADM 2255 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.

HADM 3355 Hospitality Facilities Management

Fall, spring. 3 credits. Required. Prerequisite: HADM 2255. C. A. Fisher.

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.

[HADM 4451 Restaurant Development

Fall. 3 credits. Prerequisites: Hotel seniors or graduate students; juniors by permission of instructor; for undergraduates: HADM 3305. Students who wish to develop design skills for restaurant concepts are encouraged to enroll in HADM 4453 in the following spring. Next offered 2010-2011. 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. The course includes readings, discussions with industry leaders, and cases and culminates with students formulating a detailed restaurant concept and development plan.]

HADM 4452 Sustainable Development and the Global Hospitality Industry

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

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 will

be drawn from the environmental, sustainability, and hospitality literature. Students should be prepared to encounter conflicting views in the readings and in 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. An overnight field trip may be a required course activity.

[HADM 4453 Foodservice Facilities Design

Spring. 3 credits. Elective. Limited to 12 students per sec. Pre- or corequisites: HADM 3351, 3305, and 4451 or permission of instructor; Hotel seniors; juniors by permission of instructor. Grads should have commercial food production experience. Next offered 2010-2011. S. Robson.

This course provides an introduction to the basic concepts of foodservice facilities design and planning with an emphasis on restaurants. 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.]

HADM 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. Staff.

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 will be drawn from the environmental, sustainability, and hospitality literature. Students should be prepared to encounter conflicting views in the readings and in 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. An overnight field trip may be a required course activity.

HADM 4459 International Hotel Development

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

The seminar course includes discussion of corporate expansion strategies, the international development process, viewpoints of different stakeholders, and development challenges such as technology, infrastructure, environmental concerns, and public policy issues. Students research a variety of international destinations and the strategies of emerging management companies. Guest lecturers will present and discuss new projects in Europe, the Middle East, South America, and Asia, and contrast these opportunities to development in the United States.

HADM 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

HADM 1141 Micro-economics for the Service Industry

Fall, spring. 3 credits. Required. Limited to 70 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.

HADM 2241 Marketing Principles

Fall, spring. 3 credits. Elective.

Prerequisite: non-Hotel students. Not open to seniors or graduate students.

H. Chun and M. D. Giebelhausen.

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.

HADM 2243 Marketing Management for Services

Fall, spring. 3 credits. Required. Limited to 70 Hotel students per lec; no freshmen.

H. Chun, C. Dev, M. D. Giebelhausen, 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 students working to create a marketing plan.

HADM 3340 Franchising in the Hospitality Industry

Spring, second seven weeks of semester. 2 credits. Elective. Not open to freshmen. Note: deadline to drop course is point of course. Grad students should enroll in HADM 6640. J. Lavin.

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.

HADM 3343 Marketing Research for Decision Makers

Fall. 3 credits. Elective. Prerequisite:

HADM 2243 and a statistics course.

M. D. Giebelhausen.

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.

HADM 3347 Consumer Behavior

Fall, spring. 3 credits. Elective. Limited to

200 students. Prerequisite: junior or senior standing; HADM 2243 or equivalent introductory marketing course. Grad students should enroll in HADM 6647. H. Chun and 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.

HADM 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. C. Enz, A. Kalnins, and R. Kosova.

Strategic management integrates all of your previous courses including marketing, finance, accounting, operations, etc., and introduces you to new strategic management concepts. The course examines the total enterprise, the industry, and the competitive environment in which it operates. Our goal is to develop a mastery of the analytical tools to perform analyses of the industry and competitors. We focus on how firms formulate, implement, and evaluate strategies. The emphasis of this course is on critical thinking and decision-making to maintain competitive advantage in a hypercompetitive and maturing industry using a case-based approach.

HADM 4443 Innovation and Dynamic Management (also AEM 3280)

Spring. 3 credits. Elective. Limited to 50 seniors and graduate students. C. Enz.

This is a university-wide course that investigates the innovation process, how firms develop innovations, and how to manage change. Innovation involves taking new knowledge and turning it into new products

or services. How successful an organization is in doing so depends on its ability to change and maintain simultaneously. Innovative firms are studied via case analyses. A project gives students hand-on exposure to innovation creation. Emphasis is placed on examining how businesses and managers can build profitable organizations through a process of creative rethinking, re-evaluating, and discarding existing practices. The class will operate as a seminar.

HADM 4444 Introductory Hospitality Entrepreneurship

Fall, spring, first seven weeks of semester.

3 credits. Elective. Prerequisite: HADM

2243 or equivalent. First preference to

Hotel students, others by permission only.

May not take HADM 4445 concurrently.

J. Quest.

An introductory course for the study of the discipline of entrepreneurship. Introduces students to the process of starting a business from the ground up and to the qualities that are associated with successful entrepreneurs. Students will learn to recognize a good/great business idea and how to evaluate it in terms of market opportunity; superiority of product or service; target audience; competitive landscape; and application of market research. This course will focus on: (a) identifying the business opportunity, (b) developing the concept, and (c) defining and constructing a business model. This course can be described as a business startup feasibility course that uses the construction of a business plan prototype as the format for the class learning experience. The subject matter will be energized with the natural enthusiasm that comes from the day-to-day experiences of starting your own business.

HADM 4445 Developing the Hospitality Entrepreneurship Business Plan

Fall, spring. 3 credits. Elective.

Prerequisite: HADM 2243 or equivalent.

First preference to Hotel students, others

by permission only. May not take HADM

4444 concurrently. J. Quest.

This is a course for students who wish to learn the disciplines involved in developing a business plan for a startup concept in the hospitality industry. The course will concentrate on the construction of business plans for new business concepts, focusing on all elements of the entrepreneurship discipline: identifying and validating a new business opportunity, and then organizing, constructing, and writing a sound, clear, concise business plan that will include the feasibility phases as well as determining the required resources, acquiring the necessary resources, structure for implementation and management, and strategy for harvesting the venture. Students will be introduced to actual business plans associated with successful capital raising, as well as a review of real-life examples of the process of raising money, furnished by the instructor and other sources. During the course, attention will be given to the disciplines of setting priorities; establishing operational budgets; and developing financial projections resulting from these budgets. This will include a projection for capital needed for startup. Upon completion of the construction of the business plans, the teams will present them to a panel of successful entrepreneurs and professional investors at the close of the course.

HADM 4446 Hospitality Pricing and Analysis

Spring, first seven weeks. 2 credits.
Prerequisite: HADM 1141 and HADM 2243, others by permission of instructor.
W. Carroll.

The development and application of pricing strategies in the hospitality industry are presented. Marketing, economic, and financial-pricing principles are applied in the context of the hospitality industry. Students are exposed to both theory and the practical application of pricing tools and analytical processes. Major trends and issues in hospitality pricing are examined and discussed, including the emerging role of the channel management and dynamic travel packaging. Readings, lectures, discussions, cases, exercises, and presentations by industry experts are used to acquaint the student with the complexity and the methods of executing tactical and strategic hospitality pricing actions.

HADM 4447 Managing Hospitality Distribution Strategies

Fall, second seven weeks. 3 credits.
Elective. Prerequisites: HADM 1141 and 2243. 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.

HADM 5540 Brand Management

Fall. 3 credits. Elective. C. Dev.
This course explores the impact of brands on consumer behavior, product management, and value creation. Through presentations, cases, exercises, and projects, we will examine the theories behind branding, the challenges of implementation, and current trends in branding. The traditional brand management system was created in the consumer packaged goods industry. In this course, we will evaluate its applicability to the service industry, in general, and the hospitality industry more specifically. We will discuss the evolving responsibilities of brand managers in these organizations—from brand introduction to brand extension to brand repositioning. Our ultimate goal is to for students to understand the opportunities and challenges faced by today's service organizations in creating, growing, managing, and evaluating brand equity.

HADM 5541 International Marketing

Spring. 3 credits. Elective. Prerequisite: core marketing class or permission of instructor. J. Katz.
The goal of this course is to teach students how to create an international expansion plan for products and services. The course progression follows the creation of such a plan; students submit four papers that reflect the components of this plan, and the final submission should look like a real international business plan. To that end, students learn how to identify internationally

transferable competitive advantages and define their product/service based on that; perform quantitative analyses of all potential markets; complete more detailed qualitative and quantitative analyses of two target markets (of their choice); and develop a marketing entry strategy.

HADM 6640 Franchising in the Hospitality Industry

Spring, second seven weeks of semester. 2 credits. Elective. Note: deadline to drop course is point of course. Undergrad students should enroll in HADM 3340.
J. Lavin.

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.

HADM 6641 International Business Strategy

Fall. Elective. 3 credits. Limited to advanced undergraduates and graduate students. R. Kosova.

This course will provide theoretical and analytical framework for understanding various aspects of international business environment and its implications for corporate-level strategy. It will also derive some implications for the global operations in the hospitality industry. After reviewing the basic concepts of international business strategy and current globalization trends, the course focuses on the detailed analysis of the global business environment, including: assessment of economic and political risks; impacts of cultural differences, international trade and commercial policy, exchange rates exposure, regional integration, role of global institutions as well as issues related to protection of property and intellectual property rights. Afterwards, the course analyzes how firms decide about market entry, pros and cons of various modes of entry including foreign direct investment (FDI) and debates political economy issues of FDI. At the end, the students have the opportunity to practice the learnt topics in the in-class game, which simulates the negotiations between multinationals, local companies, and governments during firm global expansion.

HADM 6645 Services Marketing and Customer Experience Management

Fall. 3 credits. Elective. Prerequisite: graduate standing; marketing course or permission of instructor. R. Kwornik.
Students will develop critical analytic skills and knowledge for implementing service strategies to create and manage the customer experience. Topics include services consumer behavior and decision processes; services research methods; service quality analysis; customer-relationship management and service recovery; service experience design (analysis of "service as theater," service "blueprinting," and the "servicescape"); and integrated marketing communication strategies for services. Students learn through discussion of current services theories and research, experiential exercises, case analyses, and industry guest speakers. A main focus of the course is a team consulting project involving a services-marketing audit of a "live" organization.

HADM 6647 Consumer Behavior (also NBA 6260)

Fall. 3 credits. Elective. Limited to 25 graduate students. 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 will be emphasized. Specific applications will 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.

HADM 6649 Integrated Marketing Communications (also NBA 6210)

Fall. 3 credits. Prerequisite: for non-Hotel students permission of instructor.
This course is designed to provide students with the framework and skills required to design, manage, and evaluate integrated marketing communication programs. The course will focus on exploring these tools within the hospitality industry, but the lessons learned can be applied broadly to any service or service-oriented industry. Over the past decade, the number of communication options available to consumers, and hence to organizations, has grown exponentially. With so many different avenues for communication to, from, and among consumers, organizations must approach the communication task with the objective of creating a unified message that is consistent, coherent, and effective across all media—an integrated marketing communications program. Through class exercises, case studies, advertising critiques, online observation and participation, and teamwork on a simulated campaign, students will master the skills necessary for marketing campaign management.

HADM 7743 Marketing Management for Services

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

HADM 7444 Competitive Strategies for the Hospitality Industry

Spring. 3 credits. M.M.H. requirement.
Prerequisite: M.M.H. students or permission of instructor. A. Kalnins.
The course examines competitive strategies, cooperative strategies, and growth strategies within the hospitality industries and beyond. Our goal is to develop a mastery of the strategic issues facing hospitality as well as important new qualitative tools to perform analyses. We use a case-based approach that

focuses not only on hospitality but other industries as well, allowing thinking "outside the box" and developing novel solutions not possible but studying only hospitality. The course integrates knowledge from all of previous M.M.H. courses including marketing, finance, organizational behavior, and human resources.

Information Systems

HADM 1174 Business Computing

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

HADM 2274 Business Computing

Spring. 3 credits. Elective. Limited to 30 non-Hotel students per lec. Co-meets with HADM 1174. 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.

HADM 2275 Introduction to Information Systems Management

Fall, spring. 3 credits. Required. Prerequisite: Hotel students; HADM 1174. P. Clark.

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.

HADM 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.

HADM 4477 Advanced Business Modeling

Fall, spring. Lec 1 is first seven weeks of semester, Lec 2 is second seven weeks. 2 credits. Limited to 21 seniors and graduate students; priority given to M.M.H. students. Prerequisite: HADM 1174. Note: Deadline to drop course is midpoint of course. M. Talbert, M. McCarthy.

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.

HADM 7772 Information Systems Management

Spring. 3 credits. M.M.H. requirement. Prerequisite: M.M.H. students or written permission of instructor. Faculty.

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, ACCOUNTING, AND REAL ESTATE

Finance/Accounting

HADM 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.

HADM 1121 Financial Accounting

Fall, spring. 3 credits. Required. Prerequisite: Hotel undergraduates. D. Dittman.

This course is an introduction to financial accounting that studies transaction analysis, the balance sheet, income statement, statement of cash flows, and the statement of stockholder's equity. Accounting for investments, bonds, receivables, inventories, tangible and intangible assets, capital stock transactions, as well as the direct and indirect methods for cash flow are analyzed. Basic financial ratios are introduced and interpreted.

HADM 2221 Managerial Accounting

Fall, spring. 3 credits. Required. Prerequisites: Hotel undergraduates; HADM 1121 or equivalent. 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 will be one common final exam at the end of the semester.

HADM 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.

HADM 2223 Financial Accounting Principles

Fall, spring. 3 credits. Elective. Prerequisite: non-Hotel undergraduates. N. Geller and P. Strebel.

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.

HADM 2225 Finance

Fall, spring. 3 credits. Elective. Limited to non-Hotel undergraduates. J. Wellman. 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.

HADM 3321 Hospitality Financial Management

Fall, spring. 3 credits. Required. Prerequisites: HADM 1121, 2221, and 2222, or permission of instructor. J. deRoos.

This course focuses on owners of hospitality assets and on equity investors in these assets. The course develops an appreciation of the strategic role of real estate in the hotel and restaurant industries and the role of unit-level financial analysis in making investment decisions. That appreciation forms the essence of financial management in hospitality real estate. The course builds competence in using the quantitative tools of financial economics. Topics include property rights, hotel and restaurant investment analysis, valuation of the

assets and the owner's equity, the drives of unit level revenues and value, an introduction to the fundamentals of hotel and restaurant financing, and an overview of the management contracts and franchise agreements used in hotels and restaurants.

HADM 3325 Financial Planning and Wealth Management

Fall, spring. 3 credits. Elective.

Prerequisite: junior or senior standing. P. Strebelt.

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.

HADM 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.

HADM 4425 Securitization and Structured Financial Products

Fall. 3 credits. Elective. Limited to 30 students. Prerequisite: HADM 2222 or equivalent. P. Liu and D. Lebret.

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.

HADM 4426 Advanced Corporate Finance

Spring. 3 credits. Elective. Prerequisite: junior or senior standing; HADM 3321.

Graduate students should enroll in HADM 6626. Q. Ma.

Building on the finance class sequence (HADM 2222 Finance and HADM 3321 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.

HADM 4429 Investment Analysis and Portfolio Management

Fall. 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 HADM 6629. 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.

HADM 6624 Reporting and Analysis of Financial Statements

Fall. 3 credits. Elective. Limited to 40 students. Prerequisite: junior, senior, or graduate standing. G. Potter.

This course is designed to provide an understanding of the basic accounting model and the accounting rules for the measurement 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.

HADM 6625 Securitization and Structured Financial Products

Fall, spring. 3 credits. Elective. Limited to 40 seniors or graduate students; others by permission of instructor. Prerequisite: HADM 2222 or 7723. D. Quan and D. Lebret.

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.

HADM 6626 Advanced Corporate Finance

Spring. 3 credits. Elective. Prerequisite: HADM 3321; graduate standing.

Undergraduates should enroll in HADM 4426. Q. Ma.

For description, see HADM 4426.

HADM 6629 Investment Analysis and Portfolio Management

Fall. 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 HADM 4429. C. Chang.

For description, see HADM 4429.

HADM 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.

HADM 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

HADM 4420 Principles of Real Estate

Fall, spring; 3 credits. Elective. Limited to 50 students. Prerequisites: HADM 2222 or equivalent; junior or senior standing. P. Liu.

This course serves as an introduction to real estate finance and investment. The emphasis of Real Estate Principles is on developing valuation and decision-making skills. It introduces students to the business of real estate, both residential and commercial real estate, including roles, activities and players, terminology, and how the tools, concepts, and models in real estate are used in decision-making. The objectives of this course are twofold: (1) to help students develop an understanding of real estate fundamentals; and (2) to introduce students to the quantitative aspects of real estate—

investment decision-making, valuation under uncertainty, and debt financing.

HADM 4423 Hospitality Real Estate Finance

Fall. 3 credits. Elective. Prerequisite: HADM 3321 or equivalent; junior or senior standing. Graduate students must enroll in HADM 6621. 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.

HADM 4428 Real Estate Finance and Investments

Fall, spring. 3 credits. Elective. Limited to Program in Real Estate and Hotel undergrad students; others by permission of instructor. Prerequisites: HADM 3323 or 6621, HADM 4420 or 6620. D. Lebre.

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.

HADM 6620 Principles of Real Estate

Fall, spring. 3 credits. Elective. Prerequisite: Hotel M.M.H. and Program in Real Estate students or permission of instructor. P. Liu.

The course is designed to facilitate student learning of real estate fundamentals. This will include both residential and commercial real estate, and develop a thorough understanding of residential mortgage finance and commercial real estate investments. The major objectives of this course are twofold: (1) to help you to develop an understanding of real estate; its practice, its institutions, and its players; and (2) to introduce you to the quantitative aspects of real estate; investment decision making, valuation, and debt financing.

HADM 6621 Hospitality Real Estate Finance

Fall. 3 credits. Elective. Prerequisite: 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.

HADM 6622 Hospitality Asset Management

Spring, second seven weeks. 2 credits. Elective. Prerequisite: for undergraduates, HADM 3321 and completion of HADM 4420 highly recommended; for graduate students, HADM 7723 and completion of HADM 6620 highly recommended. J. deRoos.

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.

HADM 6628 Real Estate Finance and Investments

Spring. 3 credits. Elective. Limited to Program in Real Estate and Hotel grad students; others by permission of instructor. Prerequisites: HADM 3323 or 6621, HADM 4420 or 6620. Software fee: approx. \$50. 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.

HADM 6667 Advanced Revenue Management

Fall, spring. 3 credits. Elective. By application only. Application closing dates are well in advance of registration. Prerequisites include HADM 4428 or HADM 6628 or equivalent course work and securities investment experience.

Students manage a real-world portfolio of publicly traded real estate securities and unlisted real estate fund unit interests. Investment management of the portfolio involves fundamental research in property and securities markets, making initial investments in real estate companies and funds, executing trades in positions held in the portfolio, developing/testing trading strategies, and managing risk. The objective of the course is to promote sound real estate investment decision-making. Students will be exposed to a broad literature on real estate securities, fund investing, trading strategies, and hedging. They will be provided opportunities to practice advanced methods of investment management and securities trading with special applications to real

estate, such as taking simultaneous long/short positions to hedge systematic risk, using newly created derivative real estate securities to directly hedge long positions, and running portfolio optimizers to manage unsystematic risk. All types of residential and commercial real estate securities are analyzed, including those of hospitality firms.

OTHER

HADM 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.

The HEC Board of Directors are responsible for planning, organizing, staffing, directing, and controlling the weekend-long HEC conference to be held April 8–11, 2010. HEC's mission is to "Showcase Hospitality Education Through Student Leadership." For 80-plus years, HEC has been an essential part of the Cornell Hotel School, allowing students the opportunity to put theory into practice while taking on the leadership responsibility for this student-run hospitality showcase. Board members receive credit for their participation in HEC: 3 Hotel Elective credits in the fall and 3 Free Elective credits in the spring.

Students who are interested in running for board positions in the spring must be in good academic standing with a minimum GPA of 2.5. Eligibility requirements for specific board positions can be obtained from the HEC Office (G72 Statler Hall) and will be distributed to the student body. If you are interested in a board position you are encouraged to discuss your intention with the HEC course instructor.

HADM 4493 Management Intern Program I—Operations

Fall, spring. 6 credits. Elective. Prerequisites: Hotel freshman and sophomore core courses. Highly recommended: HADM 3321, 3305, 3355, and 3365. 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 HADM 4493 and 4494. Students enrolled in HADM 4493 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 2.5 in the preceding semester. Further information is available in the Office of Student Services, 180 Statler Hall.

HADM 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 HADM 4493 and 4494. Students enrolled in HADM 4494 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 2.5 in the preceding semester. Further information is available in the Office of Student Services, 180 Statler Hall.

HADM 4497 Undergraduate Research

Fall, spring. Variable credit. Elective.

Limited to juniors and seniors with a cumulative GPA of at least 3.3. 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.

HADM 4498 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 HADM 4499.

HADM 4499 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.

HADM 5590 Derrida and the Philosophy of Hospitality (also GOVT 4646/6675, FREN 4646/6690)

Fall. 4 credits. D. Rubenstein and L. Shaffer.

Beginning with an examination of hospitality in Plato, Xenophon, Kant, Levinas, and the Bible, we focus on the writings of Jacques Derrida on hospitality from the 1990s until his death. We also consider contemporary readers of hospitality and cosmopolitanism such as Tracy McNulty, Pierre Bourdieu, Seyla Benhabib, Bonnie Honig, James Davidson, Andrew Sandoval-Strausz, and Wayne Koestenbaum. These theoretical texts would be put in tension with practitioners such as Danny Meyers, E. M. Statler, films (Frears, Loach), novels (Kirin Desai), and labor manifestos (Ehrenreich, Levinson.)

HADM 6698 Graduate Independent Research

Fall, spring. Elective. Staff.

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.

HADM 6699 Graduate Independent Research

Spring. 2 credits. Elective. Staff.

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.

HADM 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.

HADM 7796 M.M.H. Charette

Fall. 1 credit. Required. Prerequisite: M.M.H. students. Staff.

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 over an intensive weekend 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 to a panel of faculty and firm representatives 48 hours after receiving instructions.

HADM 7797 Hospitality Industry Leadership Development Program

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 the industry "coaches" 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.

HADM 8890 M.S. Thesis Research

Fall, spring. Required. Faculty.

HADM 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., Editor, *Cornell Quarterly*
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.
Chun, Hae-Eun (Helen), Ph.D., U. of Southern California. Asst. Prof.
Clark, Preston, M.S., Syracuse U. Lec.
Corgel, John, Ph.D., U. of Georgia. Robert C. Baker Professor of Real Estate
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
Giebelhausen, Michael D., Ph.D., Florida State U. Asst. Prof.
Hesford, James, Ph.D., U. of Southern California. Asst. Prof.
Hinkin, Timothy, Ph.D., U. of Florida. Prof., Richard J. and Monene P. Bradley Director of Graduate Studies
Jameson, Daphne A., Ph.D., U. of Illinois. Assoc. Prof.
Johnson, Michael D., Ph.D., U. of Chicago. Dean and E. M. Statler Professor
Kalnins, Arturs, Ph.D., U. of Michigan. Assoc. Prof.
Katz, Jan H., Ph.D., Massachusetts Inst. of Technology, Senior Lecturer
Kimes, Sheryl E., Ph.D., U. of Texas. Singapore Tourism Board Distinguished Professor in Asian Hospitality Management
Kosova, Renata, Ph.D., U. of Michigan. Asst. Prof.

Kwortnik, Robert, Ph.D., Temple U. Asst. Prof.
 Lennox, David, Ph.D., U. of Washington. Lec.
 Liu, Peng, Ph.D., U. of California, Berkeley.
 Asst. Prof.
 Lloyd, Russell, Ph.D., Cornell U. Sr. Lec.
 Lynn, Wm. Michael, Ph.D., Ohio State U. Prof.
 Ma, Qingzhong, Ph.D., U. of Southern
 California. Asst. Prof.
 McCarthy, Reneta, M.P.S., Cornell U. Lec.
 Mutkoski, Stephen A., Ph.D., Cornell U. Banfi
 Vintners Professor of Wine Education and
 Management
 Newman, Amy, M.S., New York U. Lec.
 Norkus, Greg, M.S., Cornell U., Sr. Lec.
 Penner, Richard H., M.S., Cornell U. Prof.
 Pezzotti, Giuseppe G. B., M.P.S., Cornell U. Sr.
 Lec.
 Potter, Gordon S., Ph.D., U. of Wisconsin,
 Madison. Assoc. Prof.
 Quan, Daniel W. C., Ph.D., U. of California,
 Berkeley. Prof.
 Robson, Stephani, M.S., Cornell U. Sr. Lec.
 Sherwyn, David, J.D., Cornell U. Assoc. Prof.
 Siguaw, Judy, D.B.A., Louisiana Technical U.
 Prof.
 Simons, Tony L., Ph.D., Northwestern U.
 Assoc. Prof.
 Snow, Craig, Ph.D., Purdue U. Sr. Lec.
 Spies, Rupert, Studienassessor. Zweites
 Staatsexamen. Sr. Lec.
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 Susskind, Alex, Ph.D., Michigan State U.
 Assoc. Prof.
 Tabacchi, Mary H., Ph.D., Purdue U. Assoc.
 Prof.
 Talbert, Mark, M.P.S., Cornell U. Senior
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 Thompson, Gary M., Ph.D., Florida State U.
 Prof.
 Tracey, J. Bruce, Ph.D., SUNY Albany. Assoc.
 Prof.
 Verma, Robert, Ph.D., U. of Utah, Assoc. Prof.
 Walsh, Kate, Ph.D., Boston Coll. Assoc. Prof.
 Way, Sean, Ph.D., State U. of New Jersey.
 Asst. Prof.
 White, Robert, A.O.S., Culinary Inst. of
 America. Teaching Support Specialist