

Cornell  
University  
Announcements

School  
of Hotel  
Administration

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The courses and curricula described in this *Announcement*, and the teaching personnel listed herein, are subject to change at any time by official action of Cornell University.

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# Cornell University

## School of Hotel Administration

### 1979–1981

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# Cornell Academic Calendar

## 1979–80

The dates shown in the academic calendar are subject to change at any time by official action of Cornell University.

In enacting this calendar, the University has scheduled classes on religious holidays. It is the intent of the University that students missing classes due to the observance of religious holidays be given ample opportunity to make up work.

Registration, new students  
Registration, continuing and rejoining students

Fall term instruction begins

Fall recess:

Instruction suspended, 1:10 p.m.

Instruction resumed

Thanksgiving recess:

Instruction suspended, 1:10 p.m.

Instruction resumed

Fall term instruction ends, 5:00 p.m.

Final examinations begin

Final examinations end

Registration, new and rejoining students

Registration, continuing students

Spring term instruction begins

Spring recess:

Instruction suspended, 1:10 p.m.

Instruction resumed

Spring term instruction ends, 1:10 p.m.

Final examinations begin

Final examinations end

Commencement Day

Wednesday, August 29  
Thursday and Friday,  
August 30 and 31  
Monday, September 3

Saturday, October 20  
Wednesday, October 24

Wednesday, November 21  
Monday, November 26  
Tuesday, December 11  
Sunday, December 16  
Sunday, December 23  
Wednesday, January 16  
Thursday and Friday,  
January 17 and 18  
Monday, January 21

Saturday, March 15  
Monday, March 24  
Saturday, May 3  
Monday, May 12  
Tuesday, May 20  
Monday, May 26

# 1980–81

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Residence halls open

Registration period

Fall term instruction begins

Thanksgiving recess:

Instruction suspended, 1:10 p.m.

Instruction resumed

Fall term instruction ends, 1:10 p.m.

Final examinations begin

Final examinations end

Registration period

Spring term instruction begins

Spring recess:

Instruction suspended, 1:10 p.m.

Instruction resumed

Spring term instruction ends, 1:10 p.m.

Final examinations begin

Final examinations end

Commencement Day

Sunday, August 24

Wednesday – Friday,

August 27–29

Tuesday, September 2

Saturday, November 22

Monday, December 1

Wednesday, December 10

Saturday, December 13

Monday, December 22

Wednesday – Friday,

January 28–31

Monday, February 2

Saturday, April 11

Monday, April 20

Saturday, May 16

Tuesday, May 19

Thursday, May 28

Saturday, May 30





# The School of Hotel Administration at Cornell University

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The School of Hotel Administration offers undergraduate and graduate training in the numerous disciplines required for modern management, including accounting, finance, marketing, administration, and human resources development. The School's graduates hold positions in a variety of industries but are especially well represented in the management of hospitality-related enterprises, including the lodging, food service, and travel industries.

Students are encouraged to pursue a broad range of courses as preparation for assuming their places in the business community. Included in the basic curriculum are courses in financial management, science and technology, food and beverage management, and physical plant management. Students also have access to courses offered by all the other colleges of the University and are encouraged to tap Cornell's tremendous educational resources.

Because hospitality management cannot be taught wholly in the classroom, lectures and laboratories are supplemented with work experience on campus and in the industry. Students receive firsthand training through the operation of Statler Inn and must complete the equivalent of two ten-week periods of full-time, supervised employment in the field to satisfy degree requirements (see page 11).

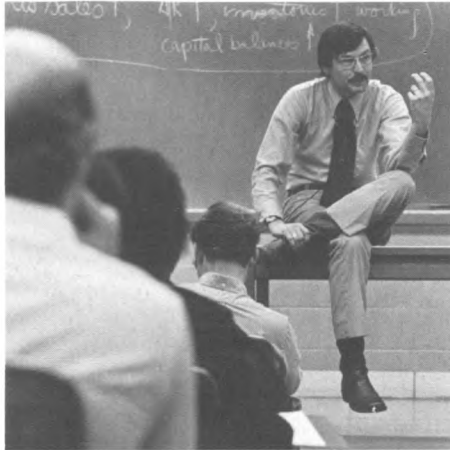
## History of the School

The School of Hotel Administration had its beginnings in 1922 as a department within what was then the School of Home Economics in the New York State College of Agriculture. A four-year course of study from the start, Cornell's program in hotel administration began with a single professor — Dr. H. B. Meek — and a class of 21 students. The faculty, curriculum, and student body expanded gradually over the years, and the School of Hotel Administration was formally established,

in the newly constructed Statler Hall, in 1950. Four years later, the School was separated from the statutory colleges and became an independent academic unit with its own faculty and dean.

The first of its kind, Cornell's curriculum in hotel administration remains preeminent among the numerous hospitality education programs established in more recent years. Under the direction of Dean Robert A. Beck the School now has a full-time faculty of approximately 40 members, devoted to the development of the School's programs and the instruction of its 625 undergraduate and 100 graduate students. Students also benefit from the knowledge of numerous visiting and part-time professors and lecturers, and guest speakers active in the hospitality industry. The curriculum has continued to expand in response to the needs of students and to developments in the industry. In 1973 a program leading to the degree of Master of Professional Studies was added to the School's graduate-level offerings.

The late Ellsworth Milton Statler, creator of Statler Hotels, has been the School's principal benefactor. During his lifetime Mr. Statler gave generously. Under the terms of his will, the trustees of the Statler Foundation have donated more than \$7 million for the construction of Statler Hall, home of the School, and contributed an



endowment of \$1.25 million to provide for its maintenance. These and other gifts — supporting the E. M. Statler Professorship, the Statler Teaching Fellowships, research, and publications — constitute a total of well over \$10 million. Other benefactors have helped the School maintain its reputation of academic excellence (see "School-Industry Cooperation," page 27).

### Statler Hall

Statler Hall is a unique education building, designed to facilitate both theoretical and practical instruction. The



building has three parts: a classroom section with a library, offices, classrooms, and laboratories; a practice inn; and an auditorium with full stage facilities.

**The Research Library** of the School houses an extensive collection, numbering over 18,000 volumes, of publications on hotel and restaurant operation and related subjects. Many personal contributions — including the Herndon and Vehling collections, which contain numerous rare materials — have enhanced the library's usefulness to students. Carrels for individual research and facilities for group study are available.

**Statler Inn** is a practice laboratory for student instruction in operational procedures and managerial responsibilities. The Inn contains 52 guest rooms, a fully equipped front office, a cocktail lounge, and a variety of restaurants, including a formal dining room, private dining rooms, two self-service restaurants, and a ballroom.

Statler Hall facilities have periodically been modified to reflect technological advances and changes in the industry. The remodeling of one cafeteria was completed in 1978, renovation of the main kitchen began in 1979, and further expansion and improvements are slated for the coming years.

### Student Activities

Entering students receive most of their instruction in Statler Hall and form a close association with their classmates and instructors; in addition, each student has a faculty adviser for counseling on academic and personal matters. As a result, students in the School of Hotel Administration enjoy the benefits of a small college and all the advantages of a large university.

Students in the School have the opportunity to participate in numerous educational, recreational, and cultural



activities. Hotel Ezra Cornell is an annual weekend presentation of hospitality, educational activities, and entertainment by the School's students for individuals prominent in the hospitality industry. The School's students may also join the Student-Faculty Committee, a group concerned with student affairs, or serve on the Triad Committee (see page 25). Upperclass hotel students who have contributed through their scholarship and their participation in School activities are elected to Ye Hosts, the School's honor society, and outstanding students are selected for membership in Phi Kappa Phi, a national honor society. Students may also join national and international hospitality organizations and attend industry conferences and conventions.

Information about University activities and other aspects of student life may be found in the *Announcement of General Information*.

## Academic Departments

The School of Hotel Administration currently offers courses in nine general areas, as outlined below. Undergraduates and graduate students may concentrate their studies in one of these areas, although the School does not formally offer areas of major and minor concentration.



### **Administrative and General Management.**

Because management of a hospitality enterprise requires a broad range of knowledge, courses in this area cover both general management principles and their application in specific fields, including real estate, clubs, resorts, casinos, and the small business.

### **Human Resources Management.**

The labor-intensive nature of the service industries requires efficient personnel management. The School's students are prepared with courses in such areas as psychology, organizational behavior, personnel problems and management, and union-management relations.

### **Accounting and Financial Management.**

Students learn the basic principles of accounting and finance, as well as the systems specific to the hospitality industry, in courses covering the analysis of financial statements, taxes, investment management, internal control, food and beverage control, and front-office systems.

### **Food and Beverage Management.**

Through lectures, laboratories, and hands-on experience in Statler Inn's food and beverage operations, students gain familiarity with all phases of operation, from planning and purchasing through production and service.



**Law.** The School's law courses acquaint students with the legal rights and responsibilities attendant upon business in general and hospitality operations in particular.

**Properties Management.** Students receive instruction in the management of physical facilities and their planning, design, and construction through courses in electrical and mechanical systems, food facilities engineering, project development, energy conservation, and environmental considerations.

**Communication.** Students learn the importance of effective managerial

communication and develop skill in such areas as report preparation, letter writing, and oral expression, through videotaped presentations, classroom interaction, and exercises in composition.

**Science and Technology.** Students are taught scientific principles pertinent to hospitality concerns (sanitation, for example, and food chemistry as it relates to food products and production techniques) and the application of information systems — including basic programming and other work with data-processing equipment — to hospitality management.

***Economics, Marketing, and Tourism.***

Courses in this area acquaint the student with modern economic issues and their relevance to business decisions; market analysis and marketing strategy; and the development of tourism, with emphasis on socioeconomic and cultural considerations.

Brief descriptions of courses offered in these areas are provided on pages 12–16 and 18–19.

# The Undergraduate Program

## Undergraduate Admission

Applicants to all Cornell schools and colleges complete the same application form, which may be obtained from the Office of Admissions, Cornell University, 410 Thurston Avenue, Ithaca, NY 14850. The deadlines for the receipt of applications are November 1 for January admission, January 15 for September freshman admission, and March 15 for September transfer admission. A non-refundable \$25 application fee is required.

Because more applicants meet academic requirements than can be accepted by the School, the faculty committee on admissions carefully reviews each application and selects those candidates deemed most likely to benefit from the instruction offered and to make a significant contribution to the School. The committee examines each applicant's educational goals, college entrance test scores, high school record (and, in the case of transfers, college record), work experience, and recommendations by

counselors, alumni, and others. Although the committee uses general guidelines to evaluate the academic strengths of each applicant, there are no absolute standards for admission.

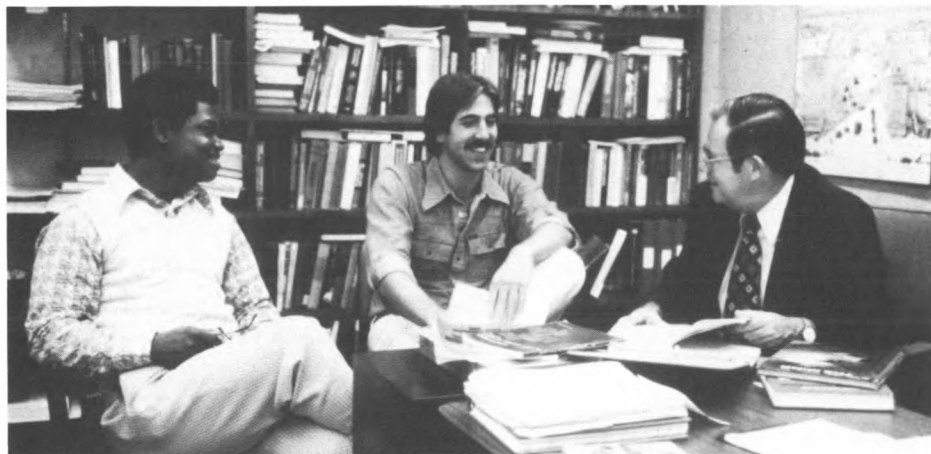
### Freshman Admission

**Academic Requirements.** The applicant must have completed a secondary-school curriculum and must offer at least 16 acceptable units of entrance credit, including four units of English, three of mathematics, and two of science, one of which must be chemistry. Other desirable courses include mathematics and sciences (especially physics), social studies (including history), and a foreign language. Students should note that the curriculum in hotel administration includes a number of rigorous courses in accounting, science, and engineering, and the committee on admissions insists on evidence of good scholastic ability. A minimum of one course in chemistry is specified because the School's required food science courses are particularly demanding.

**Test Requirements.** Applicants are required to take the Scholastic Aptitude Test or the American College Tests. Achievement tests, while helpful, are not required. Information on these tests may be obtained from a high school guidance counselor or from the Admissions Testing Program, College Entrance Examination Board, Box 592, Princeton, NJ 08541.

**Personal Interview.** All candidates are required to have a personal interview with a representative designated by the School's admissions office. (Interviews with Cornell alumni or representatives of the University's Office of Admissions are helpful but do not take the place of the required School interview.) Candidates who live a considerable distance from Ithaca may interview with a designated School representative in their own region. To request an interview, applicants should write directly to the Admissions Office, School of Hotel Administration, Cornell University, 339 Statler Hall, Ithaca, NY 14853. The deadlines for fulfilling this requirement are December 1 for January admission, March 15 for September freshman admission, and April 1 for September transfer admission.

**Early Decision Plan.** The School offers an early decision plan to a limited number of highly qualified high school seniors whose first college preference is Cornell. A leaflet describing this plan is available from the University Office of Admissions, and an early decision request form is sent with application materials.



**Notification Dates.** With the exception of the early decision plan, admission decisions are made on a "rolling basis" (i.e., as an application becomes complete, it is reviewed by the School's faculty committee on admissions and a decision is mailed to the applicant by the University).

### Transfer Admission

A transfer student is one who will have completed at least one semester (a minimum of 15 credits) of college-level work before the anticipated entrance date at Cornell. Transfer applicants must meet the same admission requirements as freshman applicants, including the Scholastic Aptitude Test or American College Tests and the personal interview.

Transfer credit will ordinarily be given against the specific degree requirements for those courses for which equivalent work has been done and for which a transcript is provided. For that portion of the student's work not applicable to the specific requirements, up to 24 general elective credits will normally be given against the total requirement of 122. The total transfer credits allowed may not exceed 60. Transfer students must complete the practice credit requirement (see page 11) before the last term of residence.

### International Students

Because the previous education of international students may differ considerably from that of the native student, some latitude may be granted with respect to exact

secondary entrance units required. It is essential, however, that the international student possess an educational background tantamount to the 12 years of secondary schooling required of native applicants and that the caliber of academic performance be high. If the applicant's native language is not English, and he or she has not been educated in English-language schools for at least two years, the results of the Test of English as a Foreign Language (TOEFL) must be presented. The mathematics portion of the Scholastic Aptitude Test or Level I or II of the mathematics achievement test is also required. Registration information for these tests may be obtained from the Educational Testing Service, Box 899, Princeton, NJ 08540, USA.

All international applicants must arrange for an official interview by writing directly to the admissions office of the School of Hotel Administration. Interviews can often be conducted in the applicant's own country by designated representatives of the School.

Application forms and information regarding Cornell's advanced standing policy for foreign credentials may be obtained from the International Student Office, Cornell University, 200 Barnes Hall, Ithaca, NY 14853, USA.

### Special Students

A special student is one who has been sponsored to attend the School, usually by an organization or government, for specialized training not leading to a degree. In such cases the sponsor is responsible for all tuition and fees, and a specific program is established for the student.

## Special Opportunity Programs

Cornell University administers a variety of special opportunity programs designed to provide financial and other forms of assistance to low-income students, minority students, and others meeting program guidelines. Special programs have been established to increase representation of students from minority groups that have historically been underrepresented in higher education. For details, prospective students should consult the *Guide for Candidates* that accompanies each undergraduate application.

## Undergraduate Curriculum

### Requirements for Graduation

Regularly enrolled undergraduates must satisfy the following requirements: (1) completion of eight terms in residence; (2) completion, with a minimum average of 2.0, of the 122 credits set forth above; (3) a grade point average of at least 2.0 in the final semester; (4) completion during the first two terms of residence of the University physical education requirement; and (5) completion of two units of **practice credit** before the last term of residence (each student must complete a minimum of two summer periods of ten weeks each of full-time supervised employment, or the equivalent, and write an acceptable report for each period). Information on the last requirement is contained in the *Practice Instruction Handbook*, available upon request from the School's admissions office.

## Required Courses

	Credits
Administrative and general management: 101	1
Human resources management: 111, 211	6
Accounting and financial management: 121, 122, 125, 221, 222	15
Food and beverage management: 131, 132, 231, 233, 331	12
Law: 341, 344	6
Properties management: 251, 351, 352, 451	12
Communication: 165, 265	6
Science and technology: 171, 172, 173, 174	12
Economics, marketing, and tourism: 281, 282	6
Liberal arts electives	6
Total specifically required credits	82
Hotel elective credits	16
Free elective credits	24
<b>Total credits required for graduation</b>	<b>122</b>

### Undergraduate Course Offerings

Courses offered by the School's faculty are listed in the following pages.

For the most current and detailed information on the School's course offerings—including prerequisites, fees, and enrollment limitations



— the reader should consult the supplementary course announcement issued each semester by the School's records office. Detailed descriptions are also published, along with descriptions of courses offered in other divisions of the University, in *Cornell University: Description of Courses*.

The course requirements for completing the bachelor of science degree in hotel administration are set forth at left.

**Course Numbers.** The first digit of a course number indicates the relative sophistication of the course (e.g., 1 indicates an introductory-level course), and the center digit indicates the department in which the course is offered. In the following table the digit applicable to each department follows the department's name.

Administrative and General Management (0), pages 12–13

Human Resources Management (1), page 13

Accounting and Financial Management (2), pages 13–14

Food and Beverage Management (3), page 14

Law (4), page 14

Properties Management (5), pages 14–15

Communication (6), page 15

Science and Technology (7), pages 15–16

Economics, Marketing, and Tourism (8), page 16

Students may also conduct independent research projects in any department of the School; see "Directed Study," page 16.

#### **Administrative and General Management**

**101 Orientation** Fall or spring. One credit. Required. M. A. Noden.  
An introduction to the School, Statler Inn, and the hospitality industry.

**102 Lectures in Hotel Management** Fall. One credit. Elective. R. A. Beck.  
Lectures by individuals prominent in the hotel, restaurant, and allied fields.

**200 Personal Real Estate Investments** Fall or spring. Two credits. Open only to students outside the School of Hotel Administration. D. Sher.  
Economics of real estate; tax shelters; financial leverage; personal investments; risk analysis; cash flow; return on investment; sources of financing; joint ventures and syndications; acquisition; development.

**203 Club Management** Fall or spring. Two credits. Elective. J. F. Tewey.  
The nature of the private-membership club, with

focus on ownership, governance, operation, and legal considerations.

**204 Franchising in the Hospitality Industry** Fall. Two credits. Elective. D. E. Whitehead.  
The franchisor-franchisee relationship, advantages and disadvantages of franchising, structure and services offered by franchisors.

**205 Resort and Condominium Management** Spring. Two credits. Elective. M. A. Noden.  
Business promotion, facilities, services, staffing, contract forms, regulations.

**206 General Insurance** Fall. Three credits. Elective. K. McNeill.  
Types of insurance and insurers, law of contracts, rate making, negligence, torts, compensation, package policies, adjustment of losses.

**300 Real Estate Feasibility Analysis** Fall or spring. Two credits. Open only to students outside the School of Hotel Administration. D. Sher.  
Determining market demand and potential of projects, primarily from the private investor's viewpoint.

**301 Development of a Hospitality Property** Fall. Three credits. Elective. D. E. Whitehead.  
Work in seminar groups on developing a hypothetical property—from feasibility study through opening.

**302 Principles of Management** Fall or spring. Three credits. Elective. P. L. Gaurnier.  
Management processes, concepts, and principles; decision making; communication.

**303 Club Management Seminar** Fall or spring. One credit. Elective. J. F. Tewey.  
Small group discussions with authorities in club management.

**304 Rooms Division Management—Front Office, Reservations** Fall. Two credits. Elective. D. A. Dermody.  
An operational view of the front office, with guest speakers from the industry.

**305 Rooms Division Management—Housekeeping and Laundry Operations** Spring. Two credits. Elective. D. A. Dermody.  
Operation of the housekeeping and laundry departments, with guest speakers from industry.

**306 General Survey of Real Estate** Fall or spring. Two credits. Elective. D. Sher.  
Real estate in the retail environment: its marketing, merchandising, and financing; the effects of real estate financing on a firm's financial structure.

**307 Hotel Security and Crime Prevention** Summer. Two credits. Elective. J. E. H. Sherry.  
Architectural and design controls, financial controls, legal liability, insurance, personnel administration.

**401 Seminar in Management Principles** Fall or spring. Two credits. Elective. P. L. Gaurnier.  
Case studies and analytical reports based on management principles and concepts.

**402 Hotel Management Seminar** Fall. One credit. Elective. R. A. Beck.  
Small group meetings with individuals from the industry.

**403 The Small Business** Fall or spring. Three credits. Elective. R. M. Cantwell.  
Management of small-business operations, with emphasis on acquisition of new businesses and takeover of existing businesses.

**404 Management Organization of Small Business** Fall or spring. Three credits. Elective. R. M. Cantwell.  
Managerial considerations in planning, organizing, directing, and controlling the small enterprise.

**405 Seminar in Real Estate** Fall or spring. Two credits. Elective. D. Sher.  
Development of concepts introduced in 347–348.

**406 Integrated Case Studies in the Hospitality Industry** Fall or spring. Three credits. Elective. R. M. Cantwell, R. M. Chase, P. L. Gaurnier.  
Business strategies, human relations, administration, marketing, finance.



**407 Seminar in Hotel Operations** Spring. Two credits. Elective. P. L. Gaurnier.  
Staff planning, budgeting, scheduling; payroll control; forecasting; collective bargaining; financial statements; productivity analysis.

**408 Casino Management** Spring. Two credits. Elective. D. E. Whitehead.  
Casino administration, marketing, design, regulation, internal control; basic casino games.

#### **Human Resources Management**

**111 Introductory Psychology** Fall or spring. Three credits. Required.  
Basic psychological concepts — sensation, perception, learning, motivation — and their application to hotel management.

**211 The Management of Human Resources** Fall or spring. Three credits. Required. D. A. Dermody.  
Organizational behavior; selection and placement of personnel; supervision; wage and salary administration; union-management relations.

**311 Union-Management Relations in Private Industry: A Survey** Spring. Three credits. Elective. F. A. Herman.  
History and structure of unions in the hospitality industry; federal and state laws; the collective bargaining process, including negotiations and contract administration; conciliation procedures.

**313 Development of Training Programs** Fall or spring. Three credits. Elective. D. A. Dermody.  
Psychological principles, operational considerations.

**314 Psychology in Business and Industry** Spring. Three credits. Elective. S. W. Davis.  
Personnel selection, placement, training; personnel problems; the social psychology of the work organization.

**315 Seminar in Organizational Behavior and Administration** Fall. Three credits. Elective. S. W. Davis.  
Workers and work.

**416 Special Studies in the Management of Human Resources** Fall. Three credits. Elective. D. A. Dermody.  
Problems and challenges of personnel management in business organizations.

#### **Accounting and Financial Management**

**120 Basic Principles of Accounting and Financial Management** Fall or spring. Two credits. Open only to students outside the School of Hotel Administration.  
Accounting principles, financial statements, cash forecasting, cash budgeting, financial analysis.

**121 Financial Accounting** Fall. Three credits. Required. J. J. Eyster. Open only to students in the School of Hotel Administration.  
Transactions analysis; flow of accounting data to financial statements; consideration of accounting for revenues, expenses, assets, liabilities, owner's equity.

**122 Hospitality Accounting Systems** Fall or spring. Three credits. Required. D. C. Dunn.  
Accounting systems for lodging properties and restaurants; journals and ledger accounts; transactions flow; preparation and interpretation of financial statements.

**125 Finance** Spring. Three credits. Required. R. M. Chase.  
Cash flow, the time value of money, and capital budgeting; emphasis on the analysis of accounting information and decision making.

**220 Financial Accounting Principles** Fall or spring. Three credits. Fall: open only to students outside the School of Hotel Administration; spring: open to all students. Satisfies 121 requirement. D. C. Dunn.  
Transactions analysis; flow of accounting data to financial statements; consideration of accounting for revenues, expenses, assets, liabilities, owner's equity.

**221 Managerial Accounting** Fall. Three credits. Required. A. N. Geller.  
The use of accounting information for managerial planning, control, evaluation. Differential accounting, accounting systems, behavior of costs, budget preparation, analysis of variance.

**222 Managerial Accounting in the Hospitality Industry** Spring. Three credits. Required. J. J. Eyster.  
Ratio, comparative, and cost-volume-profit analyses; internal control; operational budgeting; the use of feasibility studies.

**223 Front Office Machine Accounting** Fall or spring. One credit. Elective. D. C. Dunn.  
Practical exercises with a front office posting machine, ranging from simple posting of charges and credits to error correction and the night audit.

**224 Food and Beverage Control** Fall or spring. Two credits. Elective. J. F. Tewey.  
Control methods and forms, from both the operational and accounting standpoints.

**321 Hotel Management Contracts** Fall. One credit. Elective. J. J. Eyster.  
The negotiation and administration of hotel management contracts, with emphasis on the owner-operator relationship.

**322 Investment Management** Fall or spring. Two credits. Elective.  
Investment opportunities and their analysis; focus on the stock and bond markets, including security portfolio management.

**323 Financial Analysis and Planning** Fall. Three credits. Elective. J. J. Eyster.  
The tax environment; profit planning and forecasting; budgeting; capital budgeting; cost-of-capital determination.

**324 Financial Charts and Graphs** Spring. One credit. Elective. R. H. Penner.  
The visual presentation of quantitative data and its use in annual reports and the media.

**326 Introduction to Statistical Analysis and Inference** Fall. Three credits. Elective. D. C. Dunn. The basic techniques of statistical method.

**421 Internal Control in Hotels** Spring. Two credits. Elective. A. N. Geller. The distribution of accounting and clerical work to establish effective internal control.

**422 Taxation: Personal and Corporate** Fall. Two credits. Elective. R. M. Chase. Personal income tax; corporate federal and state tax; tax incentives; tax shelters.

### **Food and Beverage Management**

A new required course sequence in food and beverage management becomes effective in fall 1979. Students who matriculated prior to that semester should consult the School's registrar about course requirements in this department.

**131 Introduction to Food and Beverage Management** Fall or spring [this is a new course commencing fall 1979]. Two credits. Required. The language and systems of commercial food and beverage operations.

**132 Food Production Techniques** Fall or spring [commences spring 1980]. One credit. Required. Laboratory work in food and beverage preparation and service.

**231 Meat Science and Management** Fall or spring. Three credits. Required. S. A. Mutkoski. Commercial considerations in meat, poultry, and fish service, including nutritive value, structure, composition, sanitation, purchasing, storage, handling, preparation.

**232 Food Production Systems — Institutional** Fall or spring [commences fall 1980]. Three credits. Required. Application of principles of menu planning; purchasing; receiving; storage; issuing; sanitation; preparation; scheduling; human relations.

**331 Food Production Management Systems — Restaurant and Banquet** Fall or spring [commences spring 1981]. Three credits. Required. Preparation techniques and service of à la carte menus, with emphasis on beginning management skills.

**332 Restaurant Management** Fall or spring [commences fall 1981]. Three credits. Elective. Policies and procedures of the food and beverage system; food and beverage control; human relations practices.

**333 Corporate Restaurant Management** Fall. Three credits. Elective. V. A. Christian. Managerial and technical duties, government regulations, guest demands, and other managerial considerations related to corporate organizations large and small.

**334 Beverage and Entertainment Management** Spring. Four credits. Elective. V. A. Christian. Comparative analysis of wines and spirits; training programs; beverage and entertainment policy and procedure; contract booking.

**335 Seminar in Convenience Foods** Fall. Two credits. Elective. P. Rainsford. Financial, managerial, and technological aspects of convenience foods.

**337 Survey of Beverages** Fall or spring. Two credits. Elective. V. A. Christian. Wines, beers, spirits, and other beverages, as they relate to the hospitality industry.

**338 Purchasing** Spring. Two credits. Elective. S. A. Mutkoski. Establishing a purchasing department; the function of the purchasing agent; purchasing specifications and forms; controls; and typical products.

**430 Introduction to Wine and Spirits** Fall or spring. Two credits. S-U grades only. Open only to students outside the School of Hotel Administration. V. A. Christian. History, production, characteristics, and handling of wine and spirits.

### **Law**

**247 Law and the Woman Employee** Spring. Three credits. Elective. J. E. H. Sherry. The legal problems of women employees and the emerging legal rights of women generally.

**341 Law of Business I** Fall. Three credits. Required. J. E. H. Sherry. The development of common, statutory, and constitutional law; the judicial system; contract law; laws of principal and agent, employer and employee; partnerships and corporations.

**342 Law of Business II** Spring. Three credits. Elective. J. E. H. Sherry. Laws pertaining to the Uniform Commercial Code, bailments, trusts and estates, transfers by will, unfair competition and trade regulation, bankruptcy, insurance.

**343 Law of Federal Securities** Spring. One credit. Elective. P. Panarites. Rights and responsibilities of the corporate executive.

**344 Law of Innkeeping** Fall or spring. Three credits. Required. J. E. H. Sherry. Legal rights and responsibilities attendant upon hotel and restaurant management.

**347 Law of Real Estate I** Fall. Two credits. Elective. Laws governing the acquisition, ownership, and transfer of real estate: personal residences, hotels, motels, condominiums, cooperatives, syndications, and real estate trusts.

**348 Law of Real Estate II** Spring. Two credits. Elective. Laws governing the acquisition, ownership, and transfer of real estate (continuation of 347).

### **Properties Management**

**251 Property Management Graphics** Fall or spring. Three credits. Required. R. H. Penner. Projection and architectural drawing; site analysis and planning; hotel functional design.



**255 Principles of Design** Fall or spring. Three credits. Elective. R. H. Penner.

Graphic techniques for architectural design, including perspective, freehand sketching, and abstract design problems.

**351 Hotel Mechanical and Electrical Problems I** Fall. Three credits. Required. J. J. Clark.

Utility management, energy conservation, and costs of operation and maintenance.

**352 Hotel Mechanical and Electrical Problems II** Spring. Three credits. Required. M. H. Redlin.

Major systems, including heating, refrigeration, and air conditioning; costs of operation and maintenance.

**353 Introductory Food Facilities Engineering**

Fall. Three credits. Elective. R. A. Compton.

Facilities design and planning: space allocation, work flow, equipment selection.

**354 Food Facilities Equipment Layout and Design** Spring. Three credits. Elective.

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

Development and evaluation of equipment layouts; mechanical and electrical spotting; equipment detail drawings.

**451 Physical Plant Planning and Construction**

Fall or spring. Three credits. Required.

R. A. Compton.

Construction, renovation, and maintenance of lodging and food service operations, with attention to building codes, trade practices, cost estimates, and management responsibilities.

**452 Seminar in Interior Design** Fall. Three

credits. Elective. R. H. Penner.

Guest requirements in different lodging types and their influence on the design of interiors.

**453 Seminar in Environmental Control** Fall.

Three credits. Elective. J. J. Clark.

Theory and application of light and color; acoustical design; noise suppression; control systems; temperature; humidity control; ecological considerations.

**454 Seminar in Hotel Planning** Fall. Three credits. Elective. R. A. Compton.

Development of market and feasibility studies; site selection; conceptual design; building systems. Discussion of space allocation, equipment, and budgets.

**455 Seminar in Restaurant Planning** Spring.

Three credits. Elective. R. A. Compton.

Design, engineering, and construction of restaurants, with discussion of space allocation, trade practices, building and health codes, equipment and furnishings, cost estimations, and management responsibilities.

## Communication

**161 Typewriting** Fall or spring. Two credits.

Elective. B. B. David.

Touch-typing for the college student.

**165 Report Writing** Fall or spring. Three credits.

Required. D. A. Jameson, D. G. Flash.

Outlining, organizing, and preparing external and internal reports; using research effectively; learning to write clearly and objectively.

**261 Report Typing** Fall or spring. Two credits.

Elective. B. B. David.

Electric typewriting for students who wish to improve speed and accuracy; evaluation of various forms of business letters.

**262 Typewriting and Business Procedures** Fall

or spring. Three credits. Elective. B. B. David.

Students learn business procedures and develop sufficient speed and accuracy on electric typewriters to meet business standards for an executive assistant.

**263 Shorthand Theory** Fall or spring. Three

credits. Elective. B. B. David.

The basic theory of Gregg shorthand.

**265 Effective Communication** Fall or spring.

Three credits. Required. F. A. Herman.

Principles of and practice in clear, effective expression and understanding the ideas of others.

**268 Written Communication** Fall or spring. One

credit. Elective. M. M. Kreithen.

Principles and techniques of writing; focus on clarity, style, interest, collection and presentation of data.

**364 Managerial Letter Writing and Dictation** Fall

or spring. Two credits. Elective. M. M. Kreithen.

Techniques of good letter composition and dictation to recording machines and stenographers.

## Science and Technology

**171 Food Chemistry I** Fall. Three credits.

Required. P. Rainsford.

Inorganic and organic chemistry, with emphasis on fats, carbohydrates, and proteins.

**172 Food Chemistry II** Spring. Four credits.

Required. P. Rainsford.

The chemistry of fats, carbohydrates, and proteins, as it relates to food products and production techniques.

**173 Sanitation in the Food Service Operation**

Fall or spring. Two credits. Required. J. C. White.

The causes and prevention of food spoilage and food-borne diseases; discussion of recent developments and regulations.

**174 Information Systems** Fall or spring. Three

credits. Required. D. H. Ferguson.

Introduction to information systems and computing machines; basic programming skills and file processing.

**271 Introductory Nutrition** Spring. Three credits.

Elective.

Nutrient composition of fresh and processed foods; nutrient handbooks; recommended daily allowances; nutritional labeling; additives; special diets.

**274 Hotel Computing Applications** Fall or spring.

Three credits. Elective. R. G. Moore.

Hotel and other service-related computing systems, with attention to electronic cash registers and point-of-sale devices.

**374 Advanced Programming and System Design** Fall or spring. Three credits. Elective. R. G. Moore. All phases of system analysis, design, programming, and testing of a module of an integrated hospitality information system, with emphasis on reports for decision making.

### **Economics, Marketing, and Tourism**

**281 Macroeconomics** Fall. Three credits. Required. W. H. Kaven. Modern economic problems examined in historical perspective and as national issues.

**282 Microeconomics** Spring. Three credits. Required. W. H. Kaven. Fundamentals of production and consumption behavior; market structures; the pricing system; resource allocations; market failures.

**283 Principles of Marketing** Fall. Two credits. Elective. W. H. Kaven. Economic principles of marketing, with emphasis on the marketing of services.

**284 Tourism** Fall. Three credits. Elective. M. A. Noden. Foreign and domestic tourism: development of infrastructure and superstructure, travel delivery systems, the social and cultural aspects of tourism.

**285 Hotel Sales** Fall or spring. Two credits. Elective. D. A. Dermody. The selling of hotel space, with emphasis on attracting and serving groups.

**381 Advertising and Public Relations** Fall. Two credits. Elective. H. V. Grohmann. Advertising, publicity, public relations, and sales communication for hotel-motel marketing.

**382 Cases in Hospitality Marketing** Spring. Two credits. Elective. W. H. Kaven. Market planning; marketing strategy formulation; "price, promotion, place, and product" program design.

**383 Seminar in Selected Topics of Hospitality Marketing** Fall or spring. Two credits. Elective. W. H. Kaven.

Topics vary by semester. Fall 1979: promotional programs, including personal selling, advertising, public relations, and sales promotion. Spring 1980: integration of place, product, price, and promotion into a marketing plan.

**481 Seminar in Advertising and Public Relations** Fall. Two credits. Elective. H. V. Grohmann. Case histories of hospitality advertising, publicity, business promotion, and public relations.

**483 The Psychology of Advertising** Fall. Three credits. Elective. S. W. Davis and P. C. Yesawich. Principles of learning, perception, and motivation applied to advertising practices past, present, and future.

### **Directed Study: Undergraduate Independent Research**

Students may conduct independent research projects in any academic department of the School under the direction of a faculty member, as listed below. Credit is arranged on an individual basis.

**Work Study Program** (open only to upperclass and graduate students). Students enrolled in this 12-credit program combine managerial instruction with on-the-job management experience and receive both academic credit and practice credit. For information about the program, write to the Work Study Coordinator, Cornell University School of Hotel Administration, Statler Hall, Ithaca, NY 14853.

**600 Undergraduate Independent Research in Administrative and General Management**

**601 Work Study Program I — Operations**

**602 Work Study Program II — Academic**

**610 Undergraduate Independent Research in Human Resources Management**

**620 Undergraduate Independent Research in Accounting and Financial Management**

**630 Undergraduate Independent Research in Food and Beverage Management**

**640 Undergraduate Independent Research in Law**

**650 Undergraduate Independent Research in Properties Management**

**660 Undergraduate Independent Research in Communication**

**670 Undergraduate Independent Research in Science and Technology**

**680 Undergraduate Independent Research in Economics, Marketing, and Tourism**

# The Graduate Program

## Graduate Admission

### M.P.S. Program

Applicants to the Master of Professional Studies program are expected to have had some experience in the hotel, restaurant, or tourism fields, although they are not required to have baccalaureate degrees in hotel administration.

**Academic Requirements.** Applicants should have completed courses in most or all of the areas listed below prior to starting the master's program. If a candidate has completed fewer than 12 credits in these areas, the number remaining is added to the credits required for graduation.

	Credits
Financial and managerial accounting	6
Microeconomics and macroeconomics	6
Introductory psychology	3
Personnel administration or industrial psychology	3
Total	18

**Test Requirements.** All applicants for admission are required to take the Graduate Management Admission Test (GMAT). Applications for the test may be obtained from the Educational Testing Service, Box 966, Princeton, NJ 08540.

**Personal Interview and Recommendations.** All applicants must arrange for a personal interview with a representative of the School of Hotel Administration and submit two letters of recommendation.

**Deadlines.** Applications for fall admission must be filed by February 1; the deadline for submitting supporting documents (including test scores) and fulfilling the personal interview requirement is March 1. Applications for spring admission must be filed by October 1, and all supporting documents submitted by November 1.

Application forms and information about general requirements may be obtained from the Graduate School, Cornell University, Sage Graduate Center, Ithaca, NY 14853. Inquiries concerning interview arrangements, the School's program, and graduation requirements should be directed to the Graduate Faculty Representative, School of



Hotel Administration, Cornell University, Statler Hall, Ithaca, NY 14853. For information on financial aid for graduate students, see pages 22–23.

### M.S. and Ph.D. Degree Programs

Persons interested in working toward the master of science degree must first fulfill the School's regular bachelor of science degree requirements. The M.S. degree program normally requires one full year of residence beyond that required for the bachelor's degree, and completion of an acceptable original thesis. At present, the School requires that candidates for the Ph.D. degree hold a master's or bachelor's degree in hotel administration.

### Graduate Curriculum

Master of Professional Studies candidates pursue one of three program tracks; the choice of program depends on the areas previously studied. Students with undergraduate degrees in areas other than hotel administration follow Track I, for which the required two-year program is set forth on this page.

The curricula for Tracks II and III are designed individually for each student, based on previous experience and career goals. Students in Track II (who hold B.S. degrees in hotel administration from institutions other than Cornell) are expected to have taken the courses required for Track I as part of their undergraduate work. If they have not, these

courses are added to their graduate program. A minimum of three semesters in residence is required for those in Track II.

Track III is for students who hold B.S. degrees in hotel administration from Cornell and normally requires only one year to complete.

Each M.P.S. student must write an investigative paper, or *monograph*, under the guidance of an adviser.

### Required Program for M.P.S. Track I Students

	Credits
Accounting and financial management: 722, 723	7
Food and beverage management: 731, 732	6
Law: 744	3
Properties management: 751, 752	6
Science and technology: 173, 771, 774	9
Economics, marketing, and tourism: 781	3
Monograph research: 800	3
Monograph: 801	2
Total specifically required credits	39
Elective credits	25
<b>Total credits required, Track I</b>	<b>64</b>



### Graduate Course Offerings

#### Administrative and General Management

**701 Graduate Seminar in Hotel Operations** Fall. Two credits. Elective. P. L. Gaurmier. Hotel management terminology, concepts, and procedures used to develop information and make decisions relevant to forecasting and controlling manpower requirements under changing business conditions.

#### Human Resources Management

**711 Dispute Resolution in Service Industries** Fall. Three credits. Elective. F. A. Herman. Exploration of conflicts arising during contract negotiation and administration, as well as those occurring in nonunionized properties; picketing, recognition, certification, unfair labor practices, successor rights and obligations, pre-election behavior.

## Accounting and Financial Management

**722 Graduate Managerial Accounting in the Hospitality Industry** Spring. Three credits. Required. J. J. Eyster.  
Ratio, comparative, and cost-volume-profit analyses; internal control; operational budgeting; feasibility studies.

**723 Graduate Corporate Finance** Fall. Four credits. Required. A. N. Geller.  
Securities; valuation concepts; capital budgeting; cost of capital; long-term financing; mergers and consolidations; legal aspects of financial management.

**724 Interpretation and Analysis of Financial Statements** Spring. Three credits. Elective. A. N. Geller.  
Issues related to the reporting of corporate enterprises' operating results, including public attitudes and internal decision making.

## Food and Beverage Management

**731 Introduction to Food and Beverage Management** Fall or spring. Three credits. Required. V. A. Christian.  
Managerial and operational principles and techniques of planning, operating, and evaluating a food and beverage operation.

**732 Graduate Food and Beverage Operation** Fall or spring. Three credits. Required. A. L. Colucci.  
Practical application of the fundamentals of food production systems, from menu planning through service.

**733 Corporate Food and Beverage Management** Fall. Three credits. Elective. V. A. Christian.  
In-depth study of the food and beverage department of a large commercial hotel.

**735 Graduate Meat Science and Management** Fall. Three credits. Elective. S. A. Mutkoski.  
The purchasing, receiving, storage, use, and cost of meat, fish, poultry.

## Law

**744 Law of Innkeeping for Graduate Students** Fall or spring. Three credits. Required. J. E. H. Sherry.  
Fundamentals of hospitality law.

## Properties Management

**751 Project Development and Construction** Fall. Three credits. Required. M. H. Redlin.  
Feasibility studies; functional planning and design; financing; bidding; construction contracts; scheduling; graphic communication.

**752 Graduate Studies in Electrical and Mechanical Systems** Spring. Three credits. Required. J. J. Clark.  
Capital costs and operating costs of water, heating, refrigeration, air conditioning, electricity, and lighting, with emphasis on energy conservation and efficient utilities management.

**756 Resort Planning and Development** Spring. Three credits. Elective. R. H. Penner and M. A. Noden.  
Projects in the planning of destination resorts, including recreational facilities and hotel physical structure.

## Science and Technology

**771 Graduate Food Chemistry** Fall. Four credits. Required.  
The chemistry of fats, carbohydrates, and proteins, as it relates to food products and production techniques.

**774 Computers and Hotel Computing Applications** Fall or spring. Three credits. Required. R. G. Moore.  
Computer concepts and programming; examination of managerial impact, cost justification, user reaction, guest satisfaction.

## Economics, Marketing, and Tourism

**781 Marketing Management** Spring. Three credits. Required. W. H. Kaven.  
Analysis of the marketing environment, market opportunity analysis, marketing strategy.

## Directed Study: Graduate Independent Research

Graduate students may conduct independent research projects in any academic department under the direction of a faculty member, as listed below. Credit is arranged on an individual basis.

### 700 Graduate Independent Research in Administrative and General Management

#### 710 Graduate Independent Research in Human Resources Management

#### 720 Graduate Independent Research in Accounting and Financial Management

#### 730 Graduate Independent Research in Food and Beverage Management

#### 740 Graduate Independent Research in Law

#### 750 Graduate Independent Research in Properties Management

#### 760 Graduate Independent Research in Communication

#### 770 Graduate Independent Research in Science and Technology

#### 780 Graduate Independent Research in Economics, Marketing, and Tourism

## Monograph

**800 Monograph I** Fall or spring. Three credits. Required.

Research in preparation for the writing of an investigative report.

**801 Monograph II** Fall or spring. Two credits. Required.

The writing of an investigative report.





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## Access to Cornell

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It is the policy of Cornell University actively to support equality of educational and employment opportunity. No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, creed, religion, national or ethnic origin, sex, age, or handicap. The University is committed to the maintenance of affirmative action programs which will assure the continuation of such equality of opportunity.

Cornell University is committed to assisting those handicapped students who have special needs. A brochure describing services for the handicapped student may be obtained by writing to the Office of the Dean of Students, Cornell University, 103 Barnes Hall, Ithaca, NY 14853. Other questions or requests for special assistance may also be directed to that office.

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## Financial Aid

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As the costs of education increase, more students are unable to meet these costs without assistance. Thanks to resources donated by generous friends and alumni, the School is able to offer grants and short- and long-term loans. A booklet describing the scholarships listed below is available from the Financial Aid Office, Cornell University School of Hotel Administration, 322 Statler Hall, Ithaca, NY 14853.

In general, financial aid is offered as a "package," involving a number of separate sources. These sources frequently include funds made available by federal or state agencies, which require such programs to be based on need. For financial aid purposes, *need* is defined as the difference between the total of all available student and parental resources and the total anticipated expense of attending the University, on an annual basis. Thus, all applicants for *any* form of financial aid from the School of Hotel Administration are required to complete a financial aid application, including the parents' financial statement, as outlined below.

The faculty committee on financial aid of the School of Hotel Administration makes financial aid awards through the Cornell University

Office of Financial Aid, in response to the documented need of applicants. Such awards typically include long-term loans, grants, and eligibility for part-time employment both on and off campus.

Students who meet the appropriate federal and University requirements, and who are accorded *independent status*, need not include parents' financial statements with their applications. Details about independent status are available from the School's financial aid office.

The application for financial assistance must accompany the general application for admission to the School. However, a request for financial aid *in no way* affects the status of the applicant with regard to admission. The student's ability to finance the cost of attending Cornell is not a criterion for admission. Accordingly, all financial aid awards are made only after an affirmative admissions decision.

*Applicants do not apply directly* for any of the specific scholarships listed on the following pages but rather make application for financial aid in general. After a financial aid award is made, the School decides from which scholarship the funds are to be drawn, in

accordance with the individual scholarship specifications.

For detailed information regarding tuition, fees, and expenses, readers should consult the *Announcement of General Information*.

The amount, time, and manner of payment of tuition, fees, or other charges may be changed at any time without notice.

## How to Apply

**Undergraduates (freshman applicants and transfer students)** seeking any form of scholarship aid must complete the financial aid form sent with the Cornell admission application (students may also obtain a form through their high schools or from the Office of Financial Aid, Cornell University, 203 Day Hall, Ithaca, NY 14853).

The application is handled through the College Scholarship Service, which centrally processes scholarship applications so that information provided to Cornell is available for use by all other participating universities as well. The application is used for all scholarships open to Cornell students, all scholarships awarded by the School of Hotel Administration, and all scholarships available at other institutions. The application for financial aid is due with the admission application.

Students are also eligible for a number of scholarships awarded by non-Cornell agencies. New York State offers various types of financial assistance to qualified college



students who are state residents. Information may be obtained from the New York State Higher Education Services Corporation, Student Financial Aid Section, Tower Building, Empire State Plaza, Albany, NY 12230.

**Continuing students** already enrolled in the School may obtain information regarding scholarships from the School's financial aid office. Application forms for domestic students are available from the Office of Financial Aid, Cornell University, 203 Day Hall, Ithaca, NY 14853.

**Graduate students** seeking financial aid are required to file a Graduate and Professional School Financial Aid Service (GAPSFAS) application; this application is available from the School's financial aid office and must be







filed with that office. The School offers several graduate teaching assistantships and some teaching internships, which are not based upon student need but rather are awarded on a competitive basis by a committee of the School's faculty. These awards are generally made to graduate students who have had at least one term of residence in the School of Hotel Administration.

Financial aid for **international students** is subject to the limitations explicit in United States federal law and the limits of available School resources. Undergraduate international students who want to be considered for financial aid must complete the application that is available from the International Student Office, Cornell University,

200 Barnes Hall, Ithaca, NY 14853, USA. Graduate international students who want to be considered for financial aid must complete the application that is available from the financial aid office of the School of Hotel Administration. Aid applications are reviewed by the financial aid committee of the School.

## Scholarships Awarded by the School

Laventhol and Horwath Scholarship  
Needham and Grohmann Scholarship  
A. E. Stouffer Scholarship  
New York State Hotel and Motel Association  
Scholarship  
Partridge Club Scholarship  
Thomas L. Bland Scholarship

F. and M. Schaefer Scholarship  
Ralph Hitz Memorial Scholarship  
Herbert L. Grimm Memorial Scholarship  
Albert Pick Hotels and Motels Scholarship  
Duncan Hines Foundation Scholarships  
John Sherry Scholarship  
Anheuser-Busch Scholarships  
Frank A. McKowne Scholarship  
McCormick and Company Scholarship  
Hotel Association of New York City Memorial  
Scholarships  
Ellsworth Milton Statler Scholarships  
Pittenger Scholarship  
Callis Scholarship  
Howard Johnson Scholarships  
Hilton International Scholarship  
H. B. Meek Scholarship  
Scholarship of the New York City Chapter, Cornell  
Society of Hotelmen  
Scholarship of the Philadelphia Chapter, Cornell  
Society of Hotelmen  
John Courtney Memorial Scholarship  
Grossinger Scholarships  
Pleasant Valley Wine Company Grant  
Sheraton Foundation Scholarship  
Corning Glass Works Foundation Scholarships  
Taylor Scholarships  
National Distillers Products Scholarship  
Howe Furniture Corporation Scholarship  
Cornell Society of Hotelmen Memorial Scholarship  
Dorothy and Charles '26 Sayles Scholarship  
Merle Marcus Memorial Scholarship  
Paul T. Kilborn Memorial Scholarship  
Marriott Corporation Scholarship Grant  
Dubois Chemicals Scholarship  
Dewey MacLain Scholarship  
Barney L. Allis Memorial Scholarship  
Mrs. Edmund Ezra Day Scholarship  
Sonnabend Scholarship  
Sonesta International Hotels Corporation Scholarship  
Winegardner-Hammons Operations, Inc., Scholarship  
American Hotel & Motel Association Scholarship  
Western International Hotels Hard Corps Scholarship  
Metropolitan Club Managers Association Scholarship

Schenley Affiliated Brands Corporation Scholarships  
 Alice Seidler Statler Scholarship Fund  
 Leonora and Oscar Greene Scholarship  
 Rockresorts Scholarship Fund  
 Conrad N. Hilton Scholarship  
 Duty Free Shoppers Scholarship  
 Albert E. Koehl '28 Memorial Scholarship  
 Forster Educational Foundation Scholarship  
 Lex Hotels Scholarship  
 Chinn Ho Foundation Scholarship  
 Howard Conrad Memorial Scholarship  
 School of Hotel Administration 50th Anniversary Scholarship  
 Frederick G. Ashe Memorial Scholarship  
 Martin Samuels Memorial Scholarship  
 Jeremiah J. Wanderstock Memorial Scholarship  
 Clarence W. Wannop Memorial Scholarship  
 Christopher Ryder House Scholarship  
 Julius Wile Scholarship  
 Lee F. Dickinson Memorial Endowment Scholarship  
 Welch Foods, Inc., Scholarship  
 School of Hotel Administration Scholarship  
 William Wallace Dietz Memorial Fund  
 Alameda Plaza Hotel Scholarship  
 Lenox Hotel of Boston Scholarship  
 Theodore W. Nyerges Memorial Scholarship  
 Richard J. Bradley '63 Scholarship  
 Ben Slutsky Memorial Scholarship  
 Hilda L. Gifford '26 Scholarships  
 Donald D. Woodworth '57 Scholarship  
 Carmen B. Wirth Scholarship  
 Scholarship of the Washington Chapter, Cornell Society of Hotelmen  
 Robert A. Freeman '63 Scholarship  
 Howard Aronson Scholarship  
 Frank M. Wangeman '72 Memorial Scholarship  
 James M. Franzen '69 Memorial Scholarship  
 Class of '73 Scholarship  
 Elbridge and Mary Stuart Foundation Scholarship  
 James H. Barrett '43 Memorial Scholarship  
 E. Ronald Milner '55 Scholarship  
 Donald N. Pritzker Memorial Scholarship  
 Helen J. Recknagel Scholarship  
 Cini-Grissom Associates Scholarship

Holiday Inns Scholarship  
 Sky Chefs Scholarship  
 Kriendler-Berns Foundation Scholarship  
 Hiram Walker Scholarship  
 Western International Hotels Cornell Alumni Scholarship  
 George Albert Mouchett Memorial Scholarship  
 James W. McLamore '47 Scholarship  
 Scholarship of the Georgia Chapter, Cornell Society of Hotelmen  
 Scholarship of the Toronto Chapter, Cornell Society of Hotelmen  
 Gail Brazilian Bailey '59 Memorial Scholarship  
 Arthur R. Williams Memorial Scholarship  
 Walter Herrmann '52 Scholarship  
 Pamela Pace '77 Memorial Scholarship  
 Pierre F. Caselli Scholarship  
 John Cini, Sr., Loan and Scholarship Fund  
 Chart House, Inc., Scholarship Award  
 Four Seasons Hotels Scholarship  
 Peter F. Lee '63 Scholarship  
 Philip L. Lowe Scholarship  
 Boston Park Plaza Hotel Scholarship  
 Pillsbury Co. Foundation Scholarship  
 Paul P. Auchter Memorial Scholarship  
 Joseph P. Binns Scholarship  
 Scholarship of the Chicago Chapter, Cornell Society of Hotelmen  
 Scholarship of the Kansas City Chapter, Cornell Society of Hotelmen  
 Conrad N. Hilton Foundation Scholarship  
 A. Raymond Memorial Scholarship  
 Louis Toth Memorial Scholarship  
 Joseph R. Woods '56 Memorial Scholarship  
 Georges and Marian St. Laurent Scholarship  
 Grohmann Family Scholarship Fund  
 Christopher and Patricia Hemmeyer Scholarship  
 David L. Brooke Scholarship  
 Inflight Food Services Association Scholarship  
 Coleman Family Trust Scholarship Fund

## Scholarships Awarded by Other Agencies

Statler Foundation Scholarships  
 Adrian Phillips Educational Fund  
 National Institute for the Foodservice Industry Scholarships (NIFI-Heinz Scholarships, Golden Plate Scholarships, NIFI Graduate Fellowship, and NIFI Teacher Training Grants)  
 Arthur L. Roberts Memorial Scholarship Fund  
 Food Service Executives Association Scholarship Grants  
 Statler Foundation Grants  
 Club Managers of America Scholarships  
 International Association of Hospitality Accountants, Inc., Scholarship  
 Arthur J. Packard Memorial Fund

## Loans

Cornell Society of Hotelmen Loan Fund  
 Raymond M. '52 and Mary Jo Cantwell Loan Fund  
 Barney L. Allis & Louis and Dorothy Kovitz Loan Fund  
 Dr. V. Allen Christian Student Loan Fund  
 H. Victor Grohmann Loan Fund  
 Terrance Harland Memorial Loan Fund  
 Donald N. Pritzker Memorial Foundation Loan Fund  
 Thomas A. Ryan Loan Fund  
 Class of '74 Loan Fund  
 Medical Service Corps Loan Fund  
 Robinsons, Inc., Loan Fund  
 Edna M. Osborn Student Loan Fund  
 John J. Welsh Loan Fund

# After Cornell

## Placement

Job opportunities for graduates of the School of Hotel Administration have been plentiful throughout the School's history and have included positions in restaurant, hotel, club, and condominium management; food service for airlines, hospitals, the military, offices, plants, schools, and colleges; franchise and multiunit organizations; finance; the planning, construction, and furnishing of industry properties; the design and marketing of institutional equipment and products; advertising, marketing, research, and sales; the operation of resorts, entertainment parks, and similar facilities; and college teaching and administration.

Numerous firms send their representatives to the School each year to interview students for positions in their operations. The placement office also maintains a file on alumni who are actively seeking employment in specific fields and is thereby able to match their needs with those of prospective employers. Employers list openings in *Information on Positions Available*, a weekly job bulletin published by the School's office of alumni affairs and available to the School's alumni.

The programs provided by the School, the helpful contacts students make during their college years, and the admirable record of Cornell graduates in the industry have combined with the efforts of the School's placement office to produce an enviable record: 98 percent employment of graduates throughout the history of the School.

## The Cornell Society of Hotelmen

An individual's association with the School does not end on graduation day. Alumni stay in close touch with each other and with the School through the School's official alumni association — the Cornell Society of Hotelmen — which has chapters across the country and around the globe. Dues-paying members receive a quarterly bulletin published by the society and containing news about other alumni, the School (its curriculum, faculty, and student activities), society chapter meetings, and upcoming social and industry events.



Alumni interview and recommend prospective students for admission and often assist students in obtaining jobs. The society also hosts receptions at industry conferences and conventions and plays an active role in the School's academic program and events through meetings of the Triad Committee, whose membership is drawn from alumni, faculty, and students.



# More about the School

## School-Industry Cooperation

The School of Hotel Administration and the hospitality industry have long enjoyed a close relationship. The source material and research funds provided by the industry benefit the School's teaching, research, and publications, and the industry benefits in turn from this expertise, as well as from the training of the School's graduates and from the consulting services of its staff.

As noted previously, the Statler Foundation has contributed significant resources toward the School's development, and support from other sources has also been generous. In 1968 the heirs of the late Barney L. Allis, chairman of the board of Hotel Muehlebach in Kansas City, Missouri, contributed funds for visiting lecturers. In 1969 the Howard B. Meek Visiting Professorship was established by the Cornell Society of Hotelmen. In 1972 a \$1 million scholarship fund was established by the dissolution of the Taylor Scholarship Foundation, which had been founded in 1943 and directed by the late S. Gregory Taylor, owner of the St. Moritz and other New York hotels. After his death the foundation was

continued by his brother Charles and his wife, Marica. Other contributors include the House of Banfi, of Farmingdale, New York, which has established a generous endowment fund, and *Hotel and Travel Index*, which sponsors a program providing summer internships for the School's students.

Other benefactors have supplied the impressive array of scholarships listed on pages 23–24.

## Research

Initially funded by the Statler Foundation, a research and development program was established in 1961. These funds were exhausted in 1977, and projects are currently sponsored with School funds and grants from industry — most recently, from the American Express Foundation. The primary goal of the project-development program is academic enrichment for students and faculty, but research also serves as a valuable liaison with industry. The program is directed by the School's faculty committee on research.

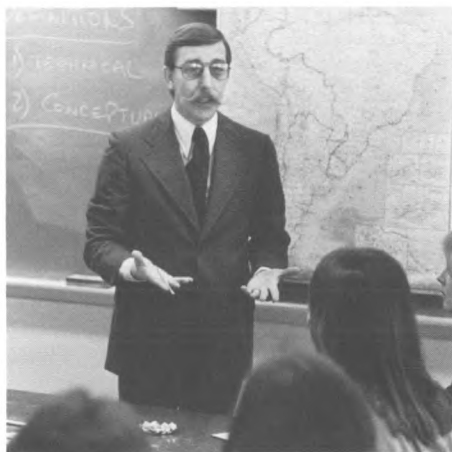
## Publications

*The Cornell Hotel and Restaurant Administration Quarterly* is read internationally for its information on lodging, food service, tourism, and related areas. Founded in 1960, *The Quarterly* publishes articles with an academic orientation and those of more general interest, in addition to manuals and books (recent publications include texts on hotel marketing, management contracts, condominium management, and tableside cookery). Once a year *The Quarterly* issues a bibliography, compiled by the School's librarian, of books and articles published in the trade press during the preceding year.

Information about publications available through *The Quarterly's* sales office may be obtained from the Circulation Department, *The Cornell Hotel and Restaurant Administration Quarterly*, Cornell University, 327 Statler Hall, Ithaca, NY 14853.

## Executive Education

Through the School's executive education program, faculty members are involved in the planning and presentation of seminars on a wide range of topics. Some seminars are open to all who wish to attend; others are designed specifically for executive participants. The School also conducts corporate workshops and seminars throughout the world. More information may be obtained from the Executive Education Program, Cornell University, Statler Hall, Ithaca, NY 14853.



## The Center for Professional Development

Through its summer program — the Center for Professional Development — the School offers one- to three-week sessions in administration, restaurant management, accounting and financial management, properties management, sales and marketing, housekeeping, and computer information systems. Individuals at levels ranging from boiler cook to general manager enroll in the sessions either to become acquainted with phases of the industry other than their own or to enhance their knowledge of their own areas of operation. For more information write to the Center for Professional Development, Cornell University, Statler Hall, Ithaca, NY 14853.

# Administration and Faculty

## University Administration

Frank H. T. Rhodes, President of the University  
 W. Keith Kennedy, University Provost  
 Theodore Cooper, Dean of the Medical College and Provost for Medical Affairs  
 William G. Herbster, Senior Vice President  
 Alison P. Casarett, Vice Provost  
 Constance E. Cook, Vice President for Land-Grant Affairs  
 W. Donald Cooke, Vice President for Research  
 William D. Gurowitz, Vice President for Campus Affairs  
 Robert T. Horn, Vice President and Treasurer  
 Robert M. Matyas, Vice President for Facilities and Business Operations  
 Richard M. Ramin, Vice President for Public Affairs  
 Don M. Randel, Vice Provost  
 Kenneth I. Greisen, Dean of the University Faculty  
 Neal R. Stamp, University Counsel and Secretary of the Corporation

## Administration of the School

Robert A. Beck, Ph.D., Dean  
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