

SCHOOL OF HOTEL ADMINISTRATION

ADMINISTRATION

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Mark Adams, director of communications

DEGREE PROGRAMS

Hotel and Restaurant Administration

Degree

B.S.
M.P.S.
M.S.
Ph.D.

FACILITIES

Statler Hall. Statler Hall is a unique building designed expressly to meet the needs of the faculty and students of the School of Hotel Administration. The building serves both practical and theoretical instruction, houses classrooms, lecture rooms, laboratories, a library, a computer center, a beverage-management center, an auditorium, and the Statler Hotel and J. Willard Marriott Executive Education Center. Statler Hall and the Statler Hotel were designed expressly for the school's academic and executive-education programs, providing students with training and work experience in facilities similar to those in which they will work after graduation.

The School of Hotel Administration

Library has the largest single collection of hospitality-related materials in the United States. The collection contains approximately 25,000 volumes, 1,000 videotapes, numerous ephemera and memorabilia (such as photographs, menus, and rare books), and more than 800 magazine, newsletter, and newspaper subscriptions. Materials on lodging, foodservice, travel and tourism, and general business topics comprise the core of the library's collections. Among the library's special features are numerous computerized information resources, including *NEXIS*, *Dow Jones*, *ABI/INFORM*, and *The International Hospitality and Tourism Database*, an extensive and unique index to hospitality articles. Information resources and services for the hospitality industry are available for a fee through the library's HOSTLINE service. In addition to offering an excellent collection of materials and a dignified and refined study space, the Hotel School library extends quality service to every student. Please visit us and benefit from our collections and services.

Statler Hotel and J. Willard Marriott Executive Education Center. The Statler Hotel comprises 150 guest rooms, an executive education center, restaurants, a lounge, and the university's faculty and staff club. It demonstrates the very finest in hospitality and hospitality-education practices. The Statler is an independent, self-sustaining teaching hotel that provides quality food, beverage, meeting, and lodging services to the Cornell community and campus visitors, including parents and those who visit Cornell as part of the application process. In addition, the hotel is a practice-management facility for certain classes, internships, and independent-study projects. It offers part-time jobs to approximately 300 students each semester with preference given to students in the hotel school.

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 management, human resources, financial management, food and beverage operations, marketing, tourism, property asset management, communications, and law. Students also are encouraged to pursue a broad range of elective courses, including those in 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 school's student handbook or course supplement (available in room 174 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 terms in residence for those who entered as freshmen; terms of residence for transfer students are determined by the amount of transfer credit awarded;
- 2) completion, with a minimum cumulative grade-point average of 2.0 (including a grade-point average of 2.0 in a full-time schedule of courses in the final semester), of 120 required and elective credits, 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: 1) three years of high school study of one foreign language; 2) score of 560 on Cornell Placement Test; 3) pass 121 and 122 (8 credits) and score 560 on Cornell Placement Test; or 4) pass 123.
- 4) completion of two units of practice credit prior to the last term of residence, as defined on the following page;
- 5) completion of the university requirement in physical education.

Suggested course programs appear on the following pages. The core courses account for 69 of the 120 credits needed for graduation, the selected concentration accounts 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. *Note:* Students who matriculated before the fall of 1993 should refer to the Hotel School's "course supplement" for graduation requirements.

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 of the school in advance. Without advance approval, such credit may not count toward the degree.

Credit earned in military science, aerospace studies, or naval-science courses may be counted in the 21-credit group of free electives.

Transfer Credit Policy

Transfer students are required to complete all degree requirements with at least seventy-five (75) credits at Cornell University, of which a minimum of sixty (60) must be in courses offered by the Hotel School, and nine (9) must be in distributive electives taken outside the Hotel School. Thus, a maximum of forty-five (45) hours in transfer credit may be allowed from other accredited colleges or universities, as follows:

Core	15
Concentration	0
Distributive Electives	9
Free Electives	21
	45

In the core, transfer credit may be allowed against basic courses only (for example, HA 121, HA 136, Economics). Others (including HA 243 and HA 174) generally are waived, and an upper-level course in the area substituted. For instance, if HA 243 were waived, another marketing course would be required in its place. The communication courses (HA 165 and HA 365) are tailored specifically to the School of Hotel Administration, and, thus, communication courses taken elsewhere generally are not accepted against core courses.

Concentration courses may not transfer without the express written consent of the faculty in the area concerned. While such consent is rare, it is not impossible.

Distributive electives ensure that Hotel students are exposed to other courses at Cornell, and, thus, only nine (9) credits may transfer. The remaining nine (9) must be taken at Cornell but may be distributed in any combination of humanities, social sciences, or natural sciences provided at least three (3) credits are taken (at Cornell or transferred from elsewhere) in each area.

Twenty-one (21) credits in free electives may transfer.

Concentration

While completing the required courses leading to the bachelor's degree, undergraduates in the school also must select a concentration: 12 elective credits in a major area of the core curriculum or, with the support of a faculty member, in a self-directed course of study.

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

Foreign Languages

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

Independent Study

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

Practice-Credit Requirement

As part of degree requirements, undergraduates enrolled in the School of Hotel Administration must fulfill the practice-credit requirement and submit verification thereof

prior to registering for the last semester. Further details are set forth in the *Practice Credit Handbook for Undergraduates in the School of Hotel Administration*, available in the school's Career Services Office, room 255 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. Students receive 12 academic credits, 1 practice credit, and may petition on an ad-hoc basis to have a portion of the academic credits applied toward their concentration. While on the internship, tuition is reduced and students receive a salary from the sponsoring organization. Positions are available in the U.S. and internationally. Sponsors include hotels, restaurants, casinos, corporate offices, consulting firms, and clubs. Application should be made one semester in advance. Information meetings are held at the beginning of each semester and are open to all students. See H Adm 493 and 494 for more details. More information about the management intern program also is available in the Career Services Office, 255 Statler Hall.

Study Abroad

Programs providing an opportunity to study in a foreign country and develop an awareness of the international component of the hospitality industry can contribute to each student's total educational experience. Students in recent years have studied in Italy, Spain, France, England, and many other countries. Information on the study-abroad programs operating during the summer and academic year is available at the Cornell Abroad Office (in Uris Hall).

Students should discuss their plans with the school's study-abroad faculty representative and the director of student services so that all petition and credit-evaluation procedures are followed.

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 other extenuating circumstances. In no event shall a student be allowed to enroll on a part-time basis during the last term of study. Further details on part-time study may be found in the school's student handbook (available in room 174 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 term average as follows: A is equivalent to 4.0; B to 3.0; C to 2.0; D to 1.0; F to 0. For good standing, the student must maintain a minimum average of 2.0. Of the free-elective courses, a maximum of 4 credits each term may be taken on a "satisfactory-unsatisfactory" (S-U) basis. Students should be aware that a satisfactory grade equals "C-" or above and an unsatisfactory grade equals "D+" or lower. Courses taken S-U may be counted only as free electives.

Students whose term averages are at least 3.3 and who took at least 12 credits of letter grades with no unsatisfactory or incomplete grades are honored by being placed on the Dean's List.

Course Requirements for Graduation

Required courses	Credits
Management Operations: Hotel Administration 105, 301	6
Human-Resources Management: Hotel Administration 115, 211	6
Financial Management: Hotel Administration 121, 221, 222, 321	12
Food and Beverage Management: Hotel Administration 136, 236, 335	12
Marketing and Tourism: Hotel Administration 243, elective	6
Property Asset Management: Hotel Administration 255, 355	6
Communication: Hotel Administration 165, 365	6
Operations Management and Information Technology: Hotel Administration 174, 175	6
Law: Hotel Administration 387	3
Economics: Micro and Macro	6
Specifically required credits	69
Concentration	12
Distributive electives	18
Free electives	21
Total credits required for graduation	120

Typical Course Sequences

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

Freshman Year

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

Required courses	Credits
H Adm 105, Rooms Division Management	3
H Adm 115, Organizational Behavior and Interpersonal Skills	3
H Adm 121, Financial Accounting	3
H Adm 136, Food and Beverage Management	4
H Adm 165, Managerial Communication I	3
H Adm 174, Microcomputing	3
H Adm 175, Quantitative Methods	3
H Adm 191, Microeconomics for the Service Industries	3
Macroeconomics	3
Distributive or free electives	3
	31

Sophomore Year

<i>Required courses</i>	<i>Credits</i>
H Adm 211, Human Resources Management	3
H Adm 221, Managerial Accounting	3
H Adm 222, Finance	3
H Adm 236, Culinary Theory and Practice	4
H Adm 243, Principles of Marketing	3
H Adm 255, Hotel Development and Planning	3
Distributive electives	3-6
Free electives	3-6
	25-31

Junior Year

<i>Required courses</i>	<i>Credits</i>
H Adm 301, Strategic Management	3
H Adm 321, Hospitality Financial Management	3
H Adm 335, Restaurant Management	4
H Adm 355, Hospitality Facilities Operations	3
H Adm 365, Managerial Communication: Principles and Practices	3
H Adm 387, Business and Hospitality Law	3
Concentration	6
Free electives	3-6
	28-31

Senior Year

<i>Required courses</i>	<i>Credits</i>
Marketing Elective	3
Concentration	6
Free electives	15-23
	24-32

GRADUATE CURRICULUM

The school's programs for advanced degrees include those of Master of Professional Studies, Master of Science, and Doctor of Philosophy. For further information on graduate programs, consult the school's graduate catalog (available in room 172 Statler Hall); contact Professor A. Neal Geller, the school's graduate faculty representative at 255-7245, Sandra K. Boothe, director of the Master of Professional Studies program at 255-7246, or see the university's *Announcement* from the Graduate School.

Required Program for Professional Master's Students

<i>Required courses</i>	<i>Credit</i>
H Adm 701, Competitive Strategy for the Hospitality Industry	3
H Adm 702, Human Behavior in Organizations	3
H Adm 711, Human Resources Management	3
H Adm 721, Financial Economics	3
H Adm 722, Hospitality Financial Management	3

H Adm 731, Food and Beverage Management	3
H Adm 741, Marketing Management	3
H Adm 751, Properties Development and Planning	3
H Adm 761, Communication Modules for Master's Students	0
H Adm 771, Quantitative Methods	3
H Adm 772, Information Technology for Hospitality Managers	3
H Adm 791, Service Excellence for Maximum Profit I	3
H Adm 792, Service Excellence for Maximum Profit II	3
H Adm 793, Industry Mentorship	0
H Adm 794, Assessment and Benchmarking for Master's Students	0

Balance of courses are electives.

Total credits required for first-year professional master's program 64

Course Schedule Information

For up-to-date information about course scheduling, and to obtain a course supplement, contact the hotel school student services office in room 178 Statler Hall, telephone 255-3076.

MANAGEMENT OPERATIONS COURSES**H ADM 100 Principles of Management**

Fall. 3 credits. Limited to non-hotel school students. Elective. P. Rainsford. An introductory survey course in management with general reference toward the hospitality industry. The course is organized around the traditional management functions of planning, organizing, leading, and controlling.

H ADM 102 Distinguished Management Lectures

Fall. 1 credit. Limited to hotel school students except by written permission. Elective. D. Dittman. A series of lectures given by non-resident speakers prominent in the hotel and restaurant industries or allied fields. Topics include career ladders, company profiles, and business-policy formulation.

H ADM 105 Rooms-Division Management

Fall and spring. 3 credits. Limited to hotel school and sponsored internal transfer division students. Required. R. Chase. An introduction to the principles of rooms management beginning with an overview of the hotel industry at large. Focuses on three key stakeholders—guests, managers, and owners. Major issues of designing, marketing, and financing hotels are explored with the Cornell Hotel Administration Simulation Exercise. Detailed consideration is given to components of the rooms division: front desk operations, reservations, housekeeping, and telephone departments. Emphasis is on selling strategies, forecasting, rate efficiency, human resources, and guest relations. Students also will participate in the Statler Hotel's training activities in order to amplify the class materials with first-person and shared experiences.

H ADM 301 Strategic Management

Fall and spring. 3 credits. Limited to 45 juniors and seniors per lecture. Prerequisites: H Adm 105, 115, and 211 or equivalents. Required. T. Cullen, P. Rainsford.

Focuses on analysis, planning, change, and implementation issues associated with strategic management, emphasizing the value of analyzing environments and formulating strategies linked to environmental conditions, building on organizational strengths, and defending against organizational weaknesses. Emphasis also on handling ambiguous facts and analysis.

H ADM 303 Club Management

Fall and spring. Fall, second 7 weeks only; spring, first 7 weeks only. 2 credits. Fall, limited to 35 hotel school juniors and seniors; spring, open enrollment. Prerequisite for hotel students: H Adm 105, or equivalent. Elective. R. James.

The study of private membership clubs and club administration. The application of current management principles in a not-for-profit environment is discussed and club management is compared to other areas of the hospitality industry. Topical coverage includes: tournament, facility, and recreation management; legal, financial, and legislative issues; human relations and resource consideration; marketing, pricing policies, and quality standards.

H ADM 304 Rooms-Division Management

Fall, second 7 weeks only. 2 credits. Open enrollment but Hotel students limited to those who matriculated before fall 1993. Does not substitute for H Adm 105. Elective. R. Chase.

An introductory course concentrating on the fundamentals of rooms-division management. Areas of concentration include front-desk operations and the reservations, housekeeping, and telephone departments. Particular emphasis on selling strategies, forecasting, rate efficiencies, labor management, and guest relations.

H ADM 305 Resort and Condominium Management

Fall. 3 credits. Not open to freshmen. Recommended: H Adm 387. Elective. M. Noden.

A lecture course in the operation of various types of resort hotels and condominiums. Emphasis is on the promotion of business, the provision of facilities, services, and guest entertainment. Contract and non-contract relationships with the travel industry, terminology, rental-pool agreements, S.E.C. regulations, state statutory requirements, developer-management-owner contracts, and relationships in condominiums are reviewed.

H ADM 306 Franchising in the Hospitality Industry

Fall. 2 credits. Prerequisite: H Adm 121. Elective. M. Noden.

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

H ADM 401 Negotiations in the Hospitality Industry

Spring. 3 credits. Limited to 30 juniors, seniors, and graduate students, with preference given to hotel school seniors and graduate students. Prerequisites: H Adm 115, 702, or equivalents. Elective. T. Simons.

Provides hands-on experience in negotiation in a hospitality context. Through role-play exercises, discussion, and writing, students will develop their skills at the fine art of being a tough negotiator with whom people want to continue doing business. Students will improve their comfort level with negotiations and will develop their own personal negotiating style as well as adjusting their style to respond to others' different personalities and negotiation tactics.

H ADM 402 Hospitality Management Seminar

Fall. 1 credit. Limited to 20 seniors and graduate students by permission. Students will be expected to register for H Adm 102. Elective. D. Dittman.

A weekly meeting with the H Adm 102 speaker of the week. The subject matter varies from week to week, depending on the speaker's area of expertise. The class is relatively unstructured, and students are expected to participate in discussions.

H ADM 404 Entrepreneurship and Small Business Management

Fall and spring. 3 credits. Limited to 20 juniors, seniors, and graduate students. Prerequisite: H Adm 321 or equivalent. Elective. P. Rainsford.

Focuses on the entrepreneur and the decisions made in planning, financing, developing, and operating a new business venture. Case studies and guest speakers will be used. There will be one major term project, which will require the application of the course material to a field consulting project that will result in written and oral reports to the owner of the business and the Small Business Administration.

H ADM 405 Management Planning for the Hospitality Industry

Spring. 3 credits. Limited to 25 seniors and graduate students. Prerequisites: all required hotel undergraduate courses at the 100, 200, and 300 levels. Elective. T. Hinkin.

Focus is on how to think about quality planning and examines situations from three perspectives: the customer, the employee, and management. Designed to provide students with a systematic approach to identifying, prioritizing, and improving key job functions and work processes. Structured as a seminar, requiring active participation in discussion of readings and case analyses.

H ADM 406 Integrated Studies in the Hospitality Industry

Spring. 3 credits. Limited to hotel school seniors. Three Tuesday-night meetings in lieu of examinations. Elective. Faculty. Employs text readings, participation in a simulation of a hotel organization, and guest presentations to explore business missions, objectives, strategies, action plans, and evaluations. As an integrative, summary course, the areas of review and application will involve hotel and food service, marketing, organization, and finance.

H ADM 407 Seminar in Hotel Operations

Spring. 3 credits. Limited to 30 seniors. Estimated cost of field trip, \$200. Elective. J. Clark.

Seminar course applies management theory to actual hotel operations via semester-long interactions and visits with the department heads and general manager of a medium-to-large-size hotel. Field trip includes attendance at executive committee meeting, presentations by various department heads, and half-day "shadow assignments."

H ADM 408 Casino Management

Fall and spring. 2 credits. Limited to 45 students. Prerequisite: H Adm 321 (concurrent registration acceptable). Estimated cost of field trip, \$75. Elective. Faculty.

Objectives are to develop an understanding of casino operations within a casino hotel and to develop knowledge of the communication network between the casino and all other departments of the hotel. A field trip is required.

[H ADM 409 Airline Management

Spring. 3 credits. Limited to 25 seniors and graduate students, others by permission of instructor. Elective. Not offered 1995-96; next offered spring 1997.

Focuses on domestic and international airline industries and explores both pre- and post-regulatory climates. Emphasis is on dynamic organizational change in response to fluctuating economic and legal conditions. Topics include airline organization, comparative corporate strategies, marketing and distribution networks, operations and service management, union relations, finance, government regulation, and air transport. Case studies and guest lecturers will be used. Also, using the computer-driven simulation exercise called AIRLINE, student teams will operate a small regional carrier.]

[H ADM 501 Creative Management for Organizational Change

Spring. 3 credits. Limited to 24 students. Elective. Not offered 1995-96; next offered spring 1997.

Through lectures, exercises, and group problem-solving sessions students will explore the characteristics of creative people, organizations, and processes, and obtain an inventory of their own creative ability, examine blocks to creativity and ways to overcome them, plan tactics for selling ideas, discuss methods for leading creative problem-solving meetings, and analyze strategies for producing organizational change. Organizational leaders will present problems for which students will develop creative solutions.]

H ADM 603 International Management

Spring. 3 credits. Limited to 15 students. Prerequisites: H Adm 121, 165, 301, 321, or graduate student status. Elective. T. Cullen.

Concerns managing across cultural boundaries. Develops awareness of the pervasive and hidden influence of culture on behavior, familiarity with the types of situations and issues that often confront managers working in foreign countries, and an appreciation of the impact on personal behavior of living and working in another culture.

H ADM 701 Competitive Strategies for the Hospitality Industry

Fall. 3 credits. Professional master's requirement. T. Cullen

An integration and application of management concepts, theories, and practices to business situations. Students analyze current problems, formulate strategies, and implement policies.

H ADM 702 Human Behavior in Organizations

Fall. 3 credits. Professional master's requirement. T. Hinkin.

An integration of theory and application, designed to increase interpersonal and managerial effectiveness. Emphasis on personality and perception, decision making, motivation, power, group process, and diversity management.

[H ADM 801 Seminar in Hospitality and Service Inquiry

Fall. 3 credits. Elective. Not offered 1995-96; next offered fall 1996.

This seminar introduces academic graduate students to the major alternative ways of conceptualizing and designing research, and acquiring, interpreting, and disseminating data. The implications and consequences of one's choices among the alternative perspectives and approaches will be emphasized.]

HUMAN RESOURCES MANAGEMENT COURSES**H ADM 115 Organizational Behavior and Interpersonal Skills**

Fall and spring. 3 credits. Required. F. Berger, T. Hinkin, T. Simons.

Focuses on managing people in the workplace. Students develop theoretic lenses for understanding people and organizations and 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. Self-assessments, experiential exercises, reading, discussions, papers, and group activities.

H ADM 210 The Management of Human Resources

Fall. 3 credits. Limited to 100 non-hotel school students, no freshmen. Elective. C. Lundberg.

Examines the role of human resources management, starting with an introduction to the personnel function and an analysis of the social, legal, international, and competitive factors. Examines recruitment, selection, training, motivation, development, compensation, performance appraisal, and labor relations. Class discussion and case analysis are emphasized.

H ADM 211 Human Resources Management

Fall and spring. 3 credits. Limited to 40 hotel school students per lecture, no freshmen or graduate students. Prerequisite: H Adm 105 and 115 (co-registration in 115 allowed). Required. M. Fulford, B. Tracey.

Provides students with an overview of the human resources management (hrm) field and shows them the link between specific hrm activities and substantive issues/situations they will face as future hospitality managers. Integrates information and knowledge acquired in previous courses into the field of hrm. Students will understand the relationship between compensation and benefit activities and job design, motivation, and reward

structures. Upon completion, students should a) understand the relationship among hrm activities, as well as the relationship between hrm and other functional areas within hospitality organizations; and b) understand how to effectively attract, retain, and motivate hospitality employees.

H ADM 313 Training in the Hospitality Industry

Fall. 3 credits. Limited to 24 students.

Prerequisite: H Adm 211. Elective.

B. Tracey.

Training is one of the primary activities for coping with a continuously changing environment. It also is one of the fundamental responsibilities of all hospitality managers. Students will learn the major theoretical and practical issues associated with program design, development, implementation, and evaluation. Semester-long project with one or more hospitality organizations.

H ADM 412 Managing Organizational Change

Spring. 3 credits. Prerequisite: H Adm 211 or equivalent. Elective. C. Lundberg.

Facilitating and managing change in organizations. Topics include change processes, organizational diagnosis, action planning, and consultancy. Individual and team projects.

H ADM 414 Leadership and Small Group Processes

Fall. 3 credits. Limited to 30 hotel school juniors, seniors, and graduate students.

Elective. C. Lundberg.

Applications of organizational behavior will be explored through lectures, case studies, and management games and exercises. Students will participate in experiential labs aimed at enhancing their effectiveness as members or leaders of groups. Topics include leadership, decision making, motivation, power, and organizational change.

H ADM 415 Managerial Leadership in the 1990s

Spring. March 29, 30, 31. 1 credit.

Elective. K. Blanchard.

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 quality relationships between themselves and the people they support and depend upon (boss, staff, internal peers/associates and customers). **Because of the popularity of this class, priority will be given in the following order: seniors, juniors, non-employee extramural students, sophomores, freshmen, and Cornell employees. Space permitting, the class may be added up to the first day, but the absolute deadline for dropping the course is 3:00 p.m. on the Monday immediately preceding the first class day.**

[H ADM 416 Special Studies in the Management of Human Resources: Service Cultures

Spring. 3 credits. Limited to juniors, seniors and graduate students. Prerequisite: H Adm 211 or equivalent. Elective. Not offered 1995-96; next offered spring 1997.

Emphasis on diagnosis and design of human resource initiatives to achieve strong service cultures and improve organizational performance. Topics include management of emotions, monitoring and measuring

corporate culture, and linkage of human resource practices to service vision, organizational design, and strategic objectives. Students will develop a culture audit in a business. Class discussion, case analysis, and field experience.]

H ADM 711 Human Resources Management

Spring. 3 credits. Professional master's requirement. C. Lundberg.

Focuses on the development of human resources management skills and exploration of the dilemmas and responsibilities of leadership. Uses managerial perspective with emphasis on the effects that managerial activities have on recruitment, selection, and retention systems. Individual decision-making and integration abilities will be assessed. Case studies, exercises, and simulations.

FINANCIAL MANAGEMENT COURSES

H ADM 120 Survey of Financial Management

Spring. 2 credits. Limited to non-hotel school students. Elective. A. Arbel.

A survey of basic principles of financial management, investment management, and financial analysis. Designed for the student who desires a basic general knowledge of financial decision making.

H ADM 121 Financial Accounting

Spring. 3 credits. Limited to hotel school students. Required. D. Ferguson.

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

[H ADM 123 Financial Accounting Principles

Spring. 3 credits. Limited to non-hotel school students. Elective. Not offered 1995-96; next offered spring 1997.

An in-depth introduction to the principles of financial accounting, involving transaction analysis, flow of accounting data to the financial statements, and careful consideration of accounting for revenues, expenses, assets, liabilities, and owner's equity.]

H ADM 125 Finance

Fall and spring. 3 credits. Limited to non-hotel school students. Elective. A. Arbel.

Corporate finance topics include time value of money, financial markets, interest rates, financial statement analysis and planning, working capital policy and management, risk and return, risk management, security valuation models, cost of capital, capital budgeting, capital structure, dividend policy, and creative finance.

H ADM 221 Managerial Accounting

Fall. 3 credits. Prerequisites: H Adm 121 and 175, or equivalents. Required.

G. Potter.

Focuses on the managerial use of financial accounting information, including the analysis of business operations to gain a perspective on how outsiders evaluate management's performance. Also extracts, develops, and analyzes data to support managerial decision making.

H ADM 222 Finance

Spring. 3 credits. Prerequisite: H Adm 121, 221, or equivalents. Required.

S. Carvell.

Provides students with accounting cash flow information for financial planning, capital structure decisions, capital budgeting evaluation and short-term and long-term financial decision making. Topics include current asset management, short-term financing, capital budgeting, long-term financing, cost of capital, and problems in international finance.

H ADM 321 Hospitality Financial Management

Fall. 3 credits. Prerequisites: H Adm 121, 221 and 222, or permission of instructor.

Required. L. Canina, D. Ferguson.

Integrates the areas of financial accounting, managerial accounting, and finance and applies the interpretive and analytical skills of each to hospitality-industry situations. Topics include uniform system of accounts, revenue and expense tracking and internal control, accounting systems, ratio and comparative analysis, cost-volume-profit analysis, pricing, operational budgeting, project capital budgeting, decision-making, equity and debt financing structures, and operating agreement forms. Students analyze hospitality operations and projects and present their findings in management report form.

H ADM 322 Investment Management

Fall and spring. 3 credits. Limited to juniors, seniors, and graduate students.

Elective. A. Arbel.

Covers institutional and analytical aspects of security analysis and investment management: securities markets, sources of investment information, risk-return analysis, bond and stock valuation, behavior of security prices, portfolio analysis, asset allocation, and portfolio management. Covers the capital asset pricing model, generic stock investment strategy, and the screen-to-profile approach and their practical implications for security analysis and investment management. Computer-assisted analysis in which students participate in an investment game. No previous knowledge of computers is required.

H ADM 323 Hospitality Real-Estate Finance

Spring. 3 credits. Limited to juniors and seniors. Prerequisite: H Adm 321, or equivalent. Elective. J. Corgel, J. deRoos.

Focuses on real estate financing for hospitality-oriented projects. Topics include methods of measuring rates of return; feasibility and appraisal processes; equity and debt financing vehicles to include joint ventures, limited partnerships, construction mortgages, participating, convertible, and seller-financed mortgages; forms of operating agreements to include management contracts, leases, and franchises; workout strategies for distressed properties; trends in international hotel franchising; and ethical issues of real estate development. Presentations of hospitality industry real estate practitioners.

H ADM 324 International Financial Management

Fall. 3 credits. Prerequisites: H Adm 121, 221, 222, or equivalents, micro and macroeconomics. Elective. D. Ferguson.

Focuses on the international aspects of financial management important to the hospitality industry with the intention of providing an understanding of and confidence

in dealing with the economic issues faced by the multinational corporation. Areas covered are the international financial management environment, the management of foreign exchange risk, international asset management, and international sources of funds.

H ADM 326 Corporate Finance

Fall. 3 credits. Limited to juniors and seniors. Prerequisite: H Adm 321. Elective. S. Carvell.

In-depth analysis of corporate financial management, including financing alternatives and capital structure decisions, cash management, capital budgeting decisions, risk analysis, and working capital management. Although applicable to all businesses, special attention is placed on issues important to the hospitality industry. Emphasizes analytical methods through case studies and an in-depth semester project.

[H ADM 328 Advanced Hospitality Managerial Accounting

Fall. 3 credits. Prerequisites: H ADM 121, 221, 222, and 321, or equivalents. Elective. Not offered 1995-96; next offered fall 1996.

Emphasis is on the use of accounting information for managerial planning, control, analysis, and evaluation. The coverage will include the principles of managerial accounting, cost allocation, management control, models for decision making, and the special topics of joint products, transfer pricing, responsibility accounting, and performance measurement. Explores the application of managerial accounting concepts to the hospitality industry. Case studies.]

H ADM 421 Internal Control in Hospitality Operations

Fall. 3 credits. Limited to 30 students. Prerequisite: H Adm 321, 722, or equivalents. Elective. N. Geller.

Hotel and restaurant operations are analyzed from the perspective of preventing fraud and embezzlement. The design and distribution of production, accounting, information systems, and supervisory tasks are studied in a manner that will ensure effective internal control and verifiable audit trails. Case studies.

H ADM 422 Taxation and Management Decisions

Fall. 3 credits. Limited to 50 juniors, seniors and graduate students. Elective. A. Sciarabba.

Introduction to tax advantages and disadvantages of various organizational structures, including corporations, partnerships, and subchapter "S" corporations; financial information reporting to tax authorities and shareholders and how they differ; use of depreciation methods to achieve tax reductions; syndication techniques; and the role tax laws play in promoting private investment and development.

H ADM 423 Financial Management Policy

Fall. 3 credits. Limited to 30 students; non-hotel students by permission of instructor. Prerequisite: H Adm 326 or 721. Elective. S. Carvell.

Covers numerous policy issues in financial management. Each of these issues will affect the potential profitability and survivability of the firm under conditions of uncertainty. The course will concentrate on nine major policy issues including capital structure, dividend policy, lease vs. buy analysis, and working capital financing.

H ADM 621 Hospitality Real Estate Finance

Spring. 3 credits. Limited to graduate students. Prerequisite: H Adm 722, or equivalent. Elective. J. Corgel, J. deRoos.

For description, see H ADM 323. This graduate course includes the H Adm 323 lectures plus an hour-long discussion session each week which features guest speakers from industry, faculty from other colleges, and case studies.

H ADM 624 Analysis and Interpretation of Financial Statements

Spring. 3 credits. Limited to seniors and graduate students. Elective. G. Potter.

Covers the financial accounting issues that are encountered in reporting the operations of corporate enterprises. Emphasis is on the components of financial statements, how and why they are reported, and their impact on the overall financial position of the firm and its acceptance in capital markets. Emphasis is on outsiders' views of the company and their decision making through interpretation of the statements.

H ADM 721 Financial Economics

Fall. 3 credits. Professional master's requirement. L. Canina.

Integrates corporate finance with the framework of value minimization and the competitive analysis of product and factor markets in the hospitality industry. Topics include short-term asset management, strategic valuation, capital budgeting analysis, capital structure decisions, leasing, and international financial management.

H ADM 722 Hospitality Financial Management

Spring. 3 credits. Professional master's requirement. N. Geller.

Covers both managerial accounting and financial management as they are practiced in the hospitality industry. Topics include hospitality accounting systems and internal control, financial statement analysis and interpretation, operational analysis, cost behavior, budgeting and forecasting, pricing, and feasibility analysis.

FOOD AND BEVERAGE MANAGEMENT COURSES

H ADM 136 Food and Beverage Management

Fall and spring. 4 credits. Limited to hotel school students. Required. G. Norkus.

An introduction to the principles of food and beverage management, beginning with an overview of the food service industry at large. Attention is focused on major industry segments, business practices, and trends. Detailed consideration is given to the components of the food service system: marketing, menu planning, logistical support, production, service, controls, and quality assurance. Product and systems differentiation in various industry segments are emphasized.

H ADM 230 Introduction to Culinary Arts

Fall and spring. 2 credits. Limited to non-hotel school students. Priority given to seniors and graduate students. S-U grades only. Attendance at first class is mandatory. Absolute drop deadline for fall is September 8; spring drop deadline is February 2. Elective. Faculty.

Studies of food groups, their respective methods of preparation, cooking, presentation, and holding. Designed for non-hotel students who are interested in learning the professional approach to food preparation and service with hands-on practice. Food product identification, preparation and service methods, and professional language of food and cooking.

H ADM 236 Culinary Theory and Practice

Fall and spring. 4 credits. Prerequisite: H Adm 136. Attendance at first class is mandatory. Required. B. Richmond, R. Spies.

Designed to introduce the student to food and beverage operations through three major components: fundamental food composition and properties, food products and preparation, and food safety and sanitation. Students will prepare recipes, menus, and production schedules and will develop the ability to recognize properly prepared foods through preparing, tasting, and evaluating foods. They also will develop an awareness of potential production problems and how to troubleshoot them.

H ADM 237 Seminar in Cultural Cuisines

Fall. 3 credits. Limited to 20 students. Prerequisites: H Adm 165 and 236, or permission of instructor. Elective. R. Spies.

Explores various cuisines in terms of history, lifestyle, and foods peculiar to a culture. Through readings, research, and meal preparation, students explore various cuisines in depth. The goal of the course is to develop an awareness of several international cuisines, enabling students to make comparisons and draw relationships among the foodways of different cultures. Students prepare research reports and oral presentations, and design menus and orchestrate their preparation.

H ADM 330 Seminar in Chain-Restaurant Operations

Spring. 3 credits. Prerequisite: H Adm 136, or permission of instructor. Elective. C. Muller, G. Norkus.

Chain-affiliated restaurants account for an ever-increasing market share of all food service dollars. The growth of multi-unit chain operations brings out unique challenges, opportunities, and strategic orientations for restaurant management. This course will identify these present issues, the historical factors that have led to them, and the pending economic and organizational questions facing the chain restaurant segment. Case study analyses, company research, and a term project.

H ADM 331 Food Service Distribution Management

Fall. 3 credits. Limited to 24 juniors, seniors, and graduate students; others by permission of instructor. Elective. E. Merberg.

Designed to acquaint the student with the food service distribution industry. Analyzes the history and origins of food service distribution, the distributor's role in supporting the operations of the restaurant industry, and the specific disciplines of food service distribution.

H ADM 332 Reviewing the Restaurant: The Consumer's View of the Dining Experience

Spring. 3 credits. Field trip \$200. Limited to 20 students. Prerequisites: H Adm 165 and 335, or permission of the instructors. Elective. T. Kelly, J. Lumley.

Trains the student to perform a comprehensive analysis of the restaurant dining experience. The role of the restaurant critic/reviewer will be discussed in depth. The student will examine and enhance his or her critical writing skills, as the course will require each student to complete approximately ten restaurant reviews.

H ADM 333 Current Issues in Food Safety and Sanitation

Spring. Variable to 3 credits. Elective. B. Richmond.

A study of current issues in food safety and sanitation procedures and regulations that affect managerial decisions in food service and hospitality operations. Topics include risk assessment and hazard analysis; legal responsibilities related to food, food handlers, equipment and facilities; food-borne illness and other public-health concerns; and certification and training. Preparation for NIFL/NRA certification and the Food Protection (ETS) certification exam (optional) is offered.

H ADM 334 Wine and Food Pairing Principles and Promotion

Fall. 2 credits. Limited to 20 seniors and graduate students. Prerequisite: H Adm 430 or permission of instructor. Elective. B. Lang.

Focuses on the pairing and creative marketing of wine and food. Students study and taste regional, varietal wines with various foods to understand wine and food pairing. Topics include wine list development, special event promotion, on-premise merchandising, and training of staff. Wine and food tastings presented to industry guests.

H ADM 335 Restaurant Management

Fall and spring. 4 credits. Limited to 30 hotel school students per lab; others by permission of instructor. Prerequisites: H Adm 136 and 236. Approximate cost of utensils and manual, \$60. Once enrolled, students may not drop the course without permission of instructor. Required. C. Muller, G. Pezzotti, S. Gould, B. Halloran, J. Ridley.

A restaurant-management course in which each student participates as a manager of a full-service restaurant operation. Topics related to the general management of restaurants, including issues in defining a service philosophy, improving profit margins, securing adequate supplies, identifying target markets, and planning for organization growth. The laboratory is based on a hands-on managerial component, from which students become familiar with the various requirements for success of each of the line positions in a restaurant.

H ADM 337 Specialty Foods

Fall. 4 credits. Limited to juniors, seniors, and graduate students. Prerequisites for hotel undergraduates: H Adm 136 and 236. Elective. T. Neuhaus.

An advanced course covering finer points of cooking and baking. A culinary, chemical, and marketing perspective will be taken using principles of organoleptical food evaluation. Topics include flavor marriages, garnishes,

unusual vegetables and fruits, marinades, charcuterie, wild game, fermentations, and chocolates.

H ADM 338 Health and Fitness in the Resort Hotel and Spa Industry

Fall. 3 credits. Limited to 20 students per section. Field trip, \$50. Prerequisite: previous courses in food and beverage management and marketing. Elective. M. Tabacchi.

Especially for students who are interested in the fitness and nutrition trend in restaurants, resorts, and hotels. Nutritious menu design and the design of fitness programs, equipment, and facilities will be emphasized. Topics include personnel required, assessing personal fitness levels, and legal, medical, managerial implications, and integration of nutritious menu items into restaurant menus and their marketing and merchandising. Guest speakers from various spas, wellness centers, and fitness centers.

H ADM 339 Airline Food Service Management

Spring. 3 credits. Field trip, \$50. Prerequisites/Corequisites: H Adm 136, 236, or permission of the instructor. Elective. M. Tabacchi.

Airline food service, unique in the food and beverage industry, involves a thorough knowledge of the airline industry and depends on the state of the economy, the financial success of the airline industry, and economies of scale. Students study the planning of airline meals, their production by vendors, their distribution by specialized companies, and their assembly and delivery by caterers. A field trip to an airline's hub city enables students to visit flight kitchens, vendors, airline representatives and distributors. Guest speakers representing various sectors of the industry (airline food and beverage managers, airline marketing personnel, entrepreneurs who provide goods and services, and in-flight catering executives) are included.

H ADM 430 Introduction to Wines

Fall and spring. 2 credits. Wine glass kit and course fee, \$25.00. Limited to hotel school juniors, seniors, and graduate students, and seniors and graduate students in all other colleges. Hotel students encouraged to enroll in the fall. All students, except those in the hotel school, must be 21 years old by the first day of university classes. S-U grades only. Elective. S. Mutkoski, A. Nash.

An introduction to the major wine-producing regions of the world and what the consumer needs to know to purchase wines, spirits, and beers at retail outlets and in a restaurant setting. Topics include flavor components in wine, pairing wine and food, responsible drinking, selecting quality and value wines, and wine etiquette. Samples from a variety of countries, regions, and vineyards are evaluated.

(Preregistered students who do not attend the first class and fail to notify the course secretary in 274 Statler of their absence before the first class are automatically dropped from the course. The student must then follow the normal drop procedure in his or her school.

Because of the high demand for this course and because a product is consumed, the absolute drop deadline for all students is September 8 in the fall and February 2 in the spring.)

H ADM 431 Seminar in Independent Restaurant Operations Management

Fall and spring. 3 credits. Five field trips, \$250. Limited to 20 students. Prerequisite: written permission of instructor. Elective. T. Kelly.

Designed for students who have a strong interest in food and beverage operations and who may be considering a career as an entrepreneur. Students visit and analyze various independently owned restaurant operations. Analysis covers the restaurant's concept (market), organization, ownership, management, physical structure, staff, front- and back-of-the-house operations, and fiscal integrity. Readings relevant to current topics in the restaurant industry are required. Classes alternate weekly between field trips and seminar/case presentations.

H ADM 432 Contemporary Health Foods: A Food Service Practicum in Spa-Style Cuisine

Fall. 3 credits. Limited to 20 seniors and graduate students, or by permission of instructors. Elective. M. Tabacchi, J. Ridley.

Builds an awareness and understanding of today's health-conscious food service consumer. Topics include marketing, menu design and implementation, and hands-on experience in Statler restaurants in carrying out a nutritionally aware or "spa-designed" food concept.

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

Fall. 3 credits. Field trips, \$100. Limited to 25 students. Prerequisites: H Adm 136 and 236. Elective. T. O'Connor.

Designed to explore and analyze food service management in business, industry, and health-care facilities, e.g., office/industrial complexes, educational institutions, contract companies, and hospital and extended-care facilities. Characteristics of food service organization structures, job descriptions, controls, systems design, equipment, and government/legal regulations. Readings, small investigative projects, discussions, local site visits, and one field trip to a metropolitan area.

H ADM 434 Desserts Merchandising

Spring. 3 credits. Limited to 25 students with permission of instructor. Prerequisite: H Adm 236, 230, or, for graduate students, "culinary camp." Elective. T. Neuhaus.

A hands-on course providing exposure to a variety of breads, pastries, cakes, and other desserts. Students develop large-scale production skills, become familiar with bakeshop utensils, and advertise and sell their products.

H ADM 435 Selection, Procurement, and Supply Management

Fall. 3 credits. Prerequisite: H Adm 136 or 731. Elective. G. Norkus, R. Spies.

Expands upon the concepts of purchasing and supply management that were developed in H ADM 136 and 731. Designed to expose the student to two specific areas: the management of the procurement system and the major commodity groups that are germane to the operation of a hotel or foodservice operation. Lectures include discussions on the comparison of the purchasing function in the hospitality industry to other industries, distribution systems, legal and ethical implications in buyer-seller relationships, procurement options, buying strategy

development, price protection programs, and other contemporary issues. Students work with the major entree food groups: meats, seafood, and poultry, with emphasis placed on identification, quality and condition, market form, yield tests, and cost analyses.

H ADM 436 Beverage Management

Fall and spring. 2 credits. Limited to 30 hotel school juniors, seniors, and graduate students. Prerequisite: H Adm 430 (co-registration is not allowed). Elective. S. Mutkoski, A. Nash.

Designed for students who intend to pursue food and beverage as a career. Deals specifically with the management of beverage operations. Lectures develop skills in and awareness of dram shop liability; staff training and responsible customer service; beverage pricing; food and wine pairings; wine list development; purchasing, storage, and service; wine regions; cost controls and loss prevention; and creative beverage merchandising. Guest lecturers.

H ADM 437 Specialty Food and Beverage Operations: Guest Chefs

Spring. 3 credits. Limited to 20 students. Prerequisite: H Adm 335 or 731. Elective. B. Lang, B. Halloran, H. Winslow.

Designed for students with a strong food and beverage orientation, especially students considering careers in the hotel food and beverage environment, or those who anticipate interacting with current culinary trends. Working in groups, students market, organize, plan, produce, serve, and prepare the financial analysis and accounting relative to four guest chef specialty production nights for the Cornell community, utilizing the Statler Hotel facility. Final project.

H ADM 438 Catering Management

Spring. 2 credits. Limited to 20 students. Prerequisite: H Adm 335, 731, or permission of instructor. Elective. R. Spies.

Examines on- and off-premise catering for business and social functions, as well as sports events and office catering. Topics include the organizational structure of catering operations; legal aspects of catering businesses; menu design for special functions and its operational implications; marketing from a caterer's perspective; function planning and management; staff recruitment, training, and supervision; and post-event analysis. Site visits and analyses of actual catering operations.

H ADM 439 Wine: A Cultural and Historical Perspective

Fall. 2 credits. Limited to 200 students. Elective. A. Nash.

Designed to provide students with a cultural and historical perspective on wine and its place in society. Topics include history, people, culture, production of wine in specific wine-producing regions of the world, wine and health issues, wine and food pairing, cooking with wine, and retail wine buying strategies. Regions covered will change each semester so students may take the course more than once.

H ADM 731 Graduate Food and Beverage Management

Spring. 3 credits. Professional master's requirement. T. Kelly.

Managerial and operational principles and techniques of planning, operating, and evaluating a food and beverage operation.

MARKETING AND TOURISM

H ADM 240 Marketing Principles

Fall and spring. 3 credits. Limited to non-hotel school students. Faculty.

An introductory course providing a basic understanding of consumer purchase decision making, product planning, distribution, promotion, and pricing. Companies and their current marketing strategies will be examined to better understand these fundamental tenets of marketing and how they contribute to the crucial process of strategic planning.

H ADM 241 Marketing Principles

Fall and spring. 4 credits. Limited to non-hotel school students. Elective. Faculty.

For description, see H ADM 240. This course includes the H Adm 240 lectures plus section activities.

H ADM 243 Marketing Management for the Hospitality Industry

Fall and spring. 3 credits. Limited to 120 hotel school students, not open to freshmen. Required. R. Bell.

Provides an overview of the discipline of marketing as it applies to the hospitality industry. Topics include understanding how a marketing strategy is devised, especially the interrelationship of company objectives, internal resources, the external operating environment, and how the special nature of service affects the development of marketing strategies in the hospitality industry.

H ADM 244 Tourism I

Fall and spring. 3 credits. Not open to freshmen. Elective. M. Noden.

An introductory course in the study of tourism. The origins and evolution of contemporary tourism are examined. Students are familiarized with the various supply components of the tourism industrial base and their integration on an international scale. The effects of mass-volume tourist demand on destination development are explored through the use of selected limited case studies. Guest lectures highlight the economic operations and effects of tourism in both the public and private sectors.

H ADM 245 The Basics of Hotel Sales

Spring. 3 credits. Field trip, \$50. Limited to 30 students. Prerequisite: H Adm 240/241/243, 741, or equivalent. Elective. R. Bell.

Emphasis on skills and knowledge leading to an understanding of the role of a successful property level sales person. Topics include roles of types of sales positions at the hotel level, tools necessary to make it up the ladder, operation of a hotel sales function, and differing buying strategies of market segments.

H ADM 343 Marketing Research

Fall and spring. 3 credits. Limited to seniors. Prerequisites: principles of marketing or marketing management and introductory quantitative methods. Elective. M. Morgan.

Introduces students to the use of marketing research methods in gathering and analyzing the information needed to make marketing management decisions. Focuses primarily on service industries.

H ADM 346 Marketing Planning for Hotels

Fall. 3 credits. Prerequisite: H Adm 243, 741, or equivalent. Elective. R. Bell.

Key variables in property level management and their proper application in developing a

marketing plan, e.g., marketing intelligence, demand analysis, supply and competitor analysis, segment analysis, resource allocation, sales strategies and measurement of results. Upon completion of the course, the student should be able to design, develop, and implement a comprehensive, targeted, and action-oriented marketing plan for a lodging property.

H ADM 347 Consumer Behavior

Fall and spring. 3 credits. Limited to seniors. Prerequisite: a principles of marketing or marketing management course. Elective. Faculty.

Introduces students to the dynamic interactions among affect, cognition, behaviors, and environmental events that are involved in market exchanges. Covers information processing, behavior management, and market segmentation and positioning as well as using the consumer behavior concepts and principles in the development of marketing strategy.

[H ADM 442 Marketing Communications

Spring. 3 credits. Limited to seniors. Prerequisite: a previous marketing course. Elective. Not offered 1995-96; next offered spring 1997.

Provides students with a managerial understanding of the effective use of a variety of marketing communication media, including advertising, sales promotion, public relations, direct marketing and out-of-home. Hospitality industry emphasized.]

H ADM 444 Tourism II

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Prerequisites: H Adm 243, 244, or equivalents, or written permission of instructor. Elective. M. Noden.

An advanced course in the study of tourism. Emphasis is placed on the development of the tourism industrial base and development and financing of superstructure and infrastructure. Econometric model development for demand predictions is examined and analyzed. Students are expected to engage in a wide range of discussion and analysis of the effects of tourism on various environments in social and economic terms. Case studies, occasional guest lectures.

H ADM 445 Services Marketing

Fall and spring. Not offered fall 1995; next offered spring 1996. 3 credits. Limited to undergraduate students. Prerequisite: a previous marketing course or permission of instructor. Elective. L. Renaghan.

Students preparing for ownership or management positions will develop an understanding of services marketing principles applicable across entire service sector. Topics include marketing strategies of service firms, new marketing approaches, and the reformulation of traditional marketing principles from consumers and industrial goods marketing. Four case studies, guest speakers.

[H ADM 449 International Marketing

Fall. 3 credits. Limited to 25 students. Prerequisites: Micro and macroeconomics. Elective. Not offered 1995-96; next offered fall 1996.

Develops understanding of international marketing with emphasis on hospitality-industry applications. Focuses on the similarities and differences that exist between domestic and international marketing and the conduct of international marketing in various segments of the world.]

H ADM 641 Marketing Decision Models for Service Firms

Spring. 3 credits. Limited to seniors and graduate students. Prerequisite: a principles of marketing or marketing management course and an introductory course in quantitative methods. Elective. M. Morgan.

Introduces students to the use of marketing and consumer decision models in making marketing management decisions. Focuses on current services marketing problems.

[H ADM 642 Strategic Marketing

Fall. 3 credits. Limited to graduate students. Prerequisite: a marketing course, or permission of instructor. Elective. Not offered 1995-96; next offered fall 1996.

Offers theoretical and practical approaches to addressing strategic marketing challenges in hospitality and service firms. Strategic marketing concepts and principles will be learned through lectures, discussion, and development of a strategic marketing report.]

H ADM 643 Marketing Research

Fall and spring. 3 credits. Limited to graduate students. Prerequisites: principles of marketing or marketing management and an introductory course in quantitative methods. Elective. M. Morgan.

Introduces students to the use of marketing research methods in gathering and analyzing the information needed to make marketing management decisions. Focuses primarily on service industries.

H ADM 644 Food and Beverage Marketing Strategy

Fall. 3 credits. Limited to seniors by permission and graduate students. Prerequisite: prior three-credit marketing course. Elective. T. Kelly, L. Renaghan.

Focuses on how to apply marketing, sales, and merchandising techniques to the commercial food and beverage industry. Addresses developing a market segmentation based upon understanding the needs and wants of potential target markets, translating needs and wants into viable food service concept positioning strategy, and marketing strategies used to maintain and increase sales and market share. Recitation and analysis involves substantial use of the Consumer Report on Eating Share Trends (CREST) database.

H ADM 645 Services Marketing

Fall and spring. Not offered fall 1995; next offered spring 1996. 3 credits. Limited to graduate students. Prerequisite: previous marketing course, or permission of instructor. Elective. L. Renaghan.

For description, see H ADM 445. This course includes the H Adm 445 lectures plus three case studies and a research paper.

H ADM 646 Marketing Planning For Hotels

Fall. 3 credits. Limited to graduate students. Prerequisite: H Adm 243, 741, or equivalent. Elective. R. Bell.

For description, see 346. This course includes the H Adm 346 lectures plus a theoretical paper.

H ADM 647 Consumer Behavior

Fall. 3 credits. Limited to graduate students. Prerequisite: introductory marketing principles or marketing management course. Elective. Faculty.

For description, see 347.

H ADM 741 Marketing Management

Spring. 3 credits. Professional master's requirement. R. Bell.

Basic concepts and principles underlying marketing decision making and the skills needed to analyze and understand complex marketing situations in order to plan and implement marketing programs.

PROPERTY ASSET MANAGEMENT COURSES**H ADM 255 Hotel Development and Planning**

Spring. 3 credits. Limited to sophomores, juniors, and seniors. Required. J. deRoos.

An introduction and management overview of the problems and opportunities inherent in the development and planning of hospitality facilities. Topics include the project development sequence; conceptual and space planning; architectural design criteria, construction management; and the interpretation of architectural design and consultant drawings. Emphasis is on setting appropriate facilities requirements, understanding industry practice, and implementing properties decisions within a balanced design, operations, and financial framework.

H ADM 350 Real Estate Management

Fall. 3 credits. Elective. J. deRoos.

Designed for students interested in the management of residential and commercial real estate. Overview of real estate economics, the relevant law, and different aspects of property management including leases and management contracts, accounting and finance, staffing, and building operations. Examples from several types of properties.

H ADM 351 Hospitality Facilities Design

Fall. 4 credits. Prerequisite: H Adm 255 or 751 or permission of instructor. Elective. S. Robson.

A lecture-studio course dealing with property development, planning, and design by focusing on the interpretation and analysis of hotel plans. Students learn basic graphic techniques and apply them to planning problems for hospitality facilities. Final project.

[H ADM 352 Hotel Planning and Interior Design

Spring. 3 credits. Field trip, \$200; drawing supplies, \$75. Limited to 20 students. Prerequisite: H Adm 351. Elective. Not offered 1995-96; next offered spring 1997.

A project course concerned with hotel planning, interior design, and renovation. Students establish the operator's criteria for the renovation of hotel guestrooms and public areas, prepare budgets, and develop preliminary conceptual designs leading to a substantial graphic presentation. Drawing ability is essential.]

H ADM 353 Food Service Facilities Design

Spring. 3 credits. Limited to 15 students. Prerequisites: H Adm 351 and 335 (co-registration is allowed) or food service experience is recommended. Elective. S. Robson.

An introduction to the basic concepts of food service facilities design and planning. Students will determine space allocations for kitchens and their support areas; develop basic production work flow in the preparation

and service areas; and select equipment utilizing standards for production capability, quality of construction, and ease of maintenance. Students will use studio time for planning, designing, and writing specifications for a medium-size restaurant kitchen.

H ADM 354 Computer-Aided Design

Fall and spring. 2 credits. Limited to 18 students per lecture. Prerequisite: H Adm 351 or equivalent studio experience.

Attendance at first class is mandatory. Elective. S. Robson.

The operation of microcomputer-based computer-aided design (CAD) systems. Using AutoCAD on the IBM PC, the course presents an organized and logical sequence of commands, mode settings, drawing aids, and other characteristics of CAD. Students will learn the program in the school's computer center and will develop a complete graphic presentation. Emphasis is on the use and operation of CAD systems in a commercial document production environment.

H ADM 355 Hospitality Facilities Operations

Fall. 3 credits. Prerequisite: H Adm 255. Required. D. Stipanuk.

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

H ADM 356 Hospitality Risk Management

Spring. 3 credits. Limited to 30 hotel school juniors, seniors and graduate students. Elective. D. Stipanuk.

Risk management within the hospitality environment as applied to issues of control and risk financing. Issues in fire protection, customer and workplace safety, OSHA requirements, and customer and corporate security are analyzed. Basic elements of insurance and crisis management are discussed.

H ADM 357 Insurance and Risk Management

Fall and spring. 3 credits. Limited to 75 students per lecture. Prerequisite: an introductory accounting or business course. Elective. Faculty.

A comprehensive look at risk management within a general business or institutional environment. Reviews insurance and non-insurance solutions to controlling loss, the general legal environment within which risk management processes work, and the integration of crisis management into the overall corporate risk management plan.

H ADM 450 Principles of Real Estate

Fall. 3 credits. Limited to juniors and seniors. Elective. J. deRoos.

Approaches real estate from four perspectives: legal, economic, financial, and business. Understanding these perspectives will enable students to make better investment and financing decisions, to use real estate resources wisely, to understand public-policy issues, and to be prepared for additional courses in real estate investment, finance, and development.

[H ADM 455 Special Topics in Properties Management]

Fall and spring. 2 credits. Limited to juniors, seniors and graduate students. Elective. Not offered 1995-96; next offered 1996-97.

The theme and instructor of the "special topics" course will change each year on the basis of current trends, student interest, and faculty expertise. See the school registrar or properties area coordinator for details about the current topics.]

H ADM 456 Hospitality Facilities Management

Spring. 3 credits. Prerequisite: H Adm 355, 751, or permission of the instructor. Elective. D. Stipanuk.

Examines building engineering systems and the management of physical facilities in the hospitality industry, including the organization of the maintenance and engineering functions. Includes visits to other campus buildings to survey their engineering systems.

[H ADM 457 Advanced Development and Construction]

Fall. 3 credits. Limited to seniors and graduate students. Elective. Not offered 1995-96; next offered fall 1996.

Focuses on the management structure and systems, laws, regulations, and industry practices that most influence the successful development of commercial and residential real estate, including lodging and eating facilities. Topics include scheduling, budgeting, managing other professionals, and analysis of alternative materials and methods. Guest speakers, case studies, and group project.]

H ADM 458 Hospitality Real Estate

Spring. 3 credits. Prerequisite: H Adm 323, 450, or permission of instructor. Elective. J. Corgel.

Expands the student's understanding of the role of real estate in individual hospitality businesses and corporations. Designed for those who plan careers in the hospitality industry. Specific objectives are to develop an appreciation of real estate as a factor in the production of income of hospitality businesses; to develop an appreciation of real estate as an asset that can be managed, sold, and otherwise used to increase the wealth of hospitality corporation shareholders; and to understand the importance of valuing real estate, gain working knowledge of valuation approaches, and be aware of contemporary hospitality valuation issues.

H ADM 459 International Development

Fall. 3 credits. Limited to seniors and graduate students. Elective. J. Clark. Seminar covering the strategic development of international hospitality projects. Topics include corporate expansion strategies, the international development process, viewpoints of public and private stakeholders; technology, infrastructure, environmental concerns, and public policy issues. Guest lecturers.

H ADM 651 Principles of Real Estate

Fall. 3 credits. Limited to graduate students. Elective. J. deRoos.

For description, see H ADM 450. This course includes the H Adm 450 lectures plus an hour-long recitation each week featuring guest speakers from industry, faculty from other colleges, and case studies. Comprehensive term project.

H ADM 658 Advanced Real Estate

Spring. 3 credits. Prerequisite: H Adm 323, 450 or 651. Elective. J. Corgel.

Promotes sound real estate investment and finance decision making through the use of advanced theory and techniques in financial economics. Real estate investment decisions are made through applications of the after-tax discounted cash flow model which incorporates prevailing domestic and international economic conditions in real estate markets, tax rules, and government regulations. Financing decisions are made using the techniques of modern financial analysis. A wide array of financing options is considered including convertible, participating, and accrual mortgages. All types of residential and non-residential real estate are analyzed; however, special emphasis is placed on the analysis of hospitality properties.

H ADM 751 Properties Development and Planning

Spring. 3 credits. Professional master's requirement. R. Penner.

The major elements of physical asset-development. Topics include the role of the real estate asset in the hospitality firm, the development process, hotel planning and design, and construction management principles.

COMMUNICATION COURSES**H ADM 165 Managerial Communication I**

Fall and spring. 3 credits. Each lecture limited to 18 students. Note: Students required to take this course generally may not delay it. If extenuating circumstances exist, student must petition to drop the course by the end of the first week of classes. Required. D. Jameson, N. Katz, S. Kiner, J. Lumley, B. Stevens.

An introduction to the role and importance of effective communication in managerial work, especially in the hospitality industry. Development of abilities in analytical thinking and clear expression. The process of planning, preparing, and executing professional communications. Students write a series of business documents and give several oral presentations.

H ADM 266 Intermediate French: Le Francais de l'Hotellerie et du Tourisme

Spring. 3 credits. Limited to 15 students. Prerequisite: French 123 or equivalent (CPT 560 or above), or permission of instructor. Elective. A. Grandjean-Levy.

Offers continuing study of the French language with specific emphasis on the hospitality industry. Material presented considers cultural, geographic, economic, historical, political, and social contexts within which the business functions. The course is conducted in French, emphasizing a conversational approach. Specialized situations and vocabulary are used in building general competence in practical usage. Students with special interest in the hospitality industry will be given priority for admission.

H ADM 364 Advanced Business Writing

Fall and spring. 3 credits. Limited to 20 juniors, seniors, or graduate students, or written permission of instructor. Prerequisite for undergraduates: H Adm 165 (for hotel school students) or completion of

student's freshman writing requirement. Elective. N. Katz.

Focuses on the written communication that requires special persuasiveness and control of tone. Writing assignments will give students a chance to apply the theories of communication, semantics, and human relations covered in the course. The kinds of communications that will be analyzed, evaluated, and written include persuasive messages to subordinates and superiors in an organization; sales letters and other promotion materials; and negative messages such as refusals, rejections, and responses to complaints. A major topic is the planning and executing of a job-hunting campaign, for which students prepare résumés, letters of application, and follow-up messages adapted to their individual needs.

H ADM 365 Managerial Communication II

Fall and spring. 3 credits. Limited to 22 juniors and seniors per lecture. Note: Students required to take this course generally may not drop it. If extenuating circumstances exist, student must petition to drop the course by the end of the first week of classes. Prerequisites: Hotel undergraduates must have completed H Adm 165 and H Adm 115. Students may not take this course concurrently with H Adm 335. Required. B. Stevens, E. Huettman, S. Kiner.

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

H ADM 462 Communication and the Multicultural Organization

Fall. 3 credits. Elective. E. Huettman. Influence of culture, perception, and gender on communication in multicultural organizations, including international and domestic businesses with diverse work forces. Focus is on human interaction at work. Special emphasis on hospitality industry. Topics include values and beliefs, how race and gender affect language use, cultural differences in nonverbal communication, ethnocentrism and stereotyping, intercultural sensitivity and adjustment, cultural variables, persuasion, and ethics of communication in international business.

[H ADM 463 Persuasive Communication in Organizations]

Spring. 3 credits. Limited to 18 students. Prerequisites: H Adm 165 and 365 for hotel school undergraduates, or permission of instructor. Elective. Not offered 1995-96; next offered spring 1997.

Prepares students to communicate effectively in a variety of persuasive speaking contexts. Principles of persuasion will be thoroughly examined as they apply to managerial communication tasks. Emphasis on persuasive speaking; also relationship between written and oral communication. Studies the principles of persuasion, analyzes case studies in the hospitality industry, and applies persuasive strategies in simulated workplace settings.]

H ADM 661 Organizational Communication For Managers

Spring. 3 credits. Elective. B. Stevens.
Focuses on the complex interactions that occur when people communicate in organizations. Structured around the communication tasks managers must accomplish to be effective on the job. Business cases. Emphasis on design of effective communication strategies. Applications and experiential exercises help students perfect their ability to write, make oral presentations, and interact effectively with others in managerial contexts.

H ADM 761 Communication Modules for Master's Students

Year-long course. Variable credits. S-U grades only. Elective. J. Brownell, D. Jameson.
A variety of elective modules, generally ranging from two to six contact hours, covering topics related to the professional master's program benchmarks (see H Adm 794). Additional topics may be offered. Provides maximum flexibility, and focused topics include organizing ideas, listening, and revising and editing written documents. Modules available on a first-come, first-served basis, offered throughout the semester during the management development periods.

OPERATIONS MANAGEMENT, INFORMATION TECHNOLOGY COURSES

H ADM 170 Keyboarding on the Macintosh

Spring. 2 credits. Limited to 30 students. Elective. B. David.
An introduction to the computer and a beginning course in alphabetic and numeric keyboarding. Students learn word-processing skills during the second half of the course.

H ADM 174 Microcomputing

Fall. 3 credits. Limited to hotel school freshmen. Spring and summer. 3 credits. Open enrollment. Maximum of 30 students per lecture. Required. R. Alvarez, B. David, R. Moore.
An introduction to microcomputing to develop functional computer fluency. Students develop skills in five generic areas: text, graphics, spreadsheet, presentation, and list processing. The course is entirely lab-oriented and students work primarily on Macintosh personal computers with secondary drill work on IBM personal computers.

H ADM 175 Quantitative Methods

Fall and spring. 3 credits. Limited to 120 students. Co- or prerequisite: H Adm 174. Required. Faculty.
An introduction to statistical and operations management methods appropriate to the hospitality industry. Topics include descriptive statistics, probability, correlation and regression, forecasting, decision analysis, quality control charts, and an introduction to yield management. Emphasis is on practical applications of the techniques to hospitality related problems.

H ADM 374 End-User Business Computing Tools

Spring. 3 credits. Limited to 20 students per lecture. Elective. R. Alvarez.
Explores the personal computer as a managerial tool. Concepts of spreadsheet

modeling, database, and end-user computing are covered. Students learn to use specific software applications programs to solve original problems. All work is done on IBM computers.

H ADM 375 Hotel Computing Applications

Spring. 3 credits. Prerequisite: H Adm 174 or equivalent. Elective. R. Moore.
Introduces students from a management perspective to technology-based systems used in the hospitality industry which enhance guest service and support management decision making. Topics include following systems: global distribution; yield management; property-management; communication networks (LANS and WANS); and food service management. Experience on systems widely used in hospitality industry and develops IBM PC knowledge and skills.

H ADM 474 Corporate Information Systems Management

Spring. 3 credits. Limited to juniors, seniors, and graduate students who have not taken H Adm 772. Elective. R. Alvarez.
Explores ten key issues in information technology management through use of case studies of companies with relevant experience with the issues. A basic understanding of information technology, organizational behavior, and general management is advised.

H ADM 674 Service Operations Management

Spring. 3 credits. Limited to 25 graduate students. Prerequisite: H Adm 775 or equivalent. Elective. S. Kimes.
The objective of this course is to improve the understanding of the operations function of service organizations. Focuses on the role and nature of service operations, the relationship of operations to other business functions, and develops skills and provides techniques for the effective management of service operations. Topics include service design, bottleneck and layout analysis, capacity management, work force management, and quality management. Intended for graduate students interested in services management.

H ADM 771 Graduate Quantitative Methods

Fall. 3 credits. Professional master's requirement. S. Kimes.
Explores the framework for decision making, descriptive statistics, probability, forecasting, decision analysis, and optimization.

H ADM 772 Information Technology for Hospitality Managers

Fall. 3 credits. Professional master's requirement. R. Moore.
Familiarizes students with issues surrounding the use of information technology in supporting hospitality operations from a guest services perspective and decision making from the viewpoint of management.

LAW COURSES

H ADM 385 Business Law I

Spring. 3 credits. Limited to juniors, seniors, and graduate students outside the hotel school, and hotel students by permission of the instructor. Elective. J. Sherry.
Designed to enable students to acquire a basic understanding of law and legal relationships in a business context. Variety of topics aid in making decisions as an executive with managerial responsibilities.

H ADM 387 Business and Hospitality Law

Fall and spring. 3 credits. Limited to juniors, seniors, and graduate students. Required. J. Sherry.
An integrated, chronological presentation of contract, agency, and tort concepts as they apply to the legal aspects of hospitality management. Appropriate federal, state, and local cases, statutes, and other materials are examined. The overall objective is to recognize, analyze, and evaluate legal issues for the purpose of making and articulating appropriate decisions.

H ADM 487 Real Estate Law

Fall and summer. 3 credits. Recommended: completion of H Adm 387 or equivalent. Elective. J. Sherry.
Familiarizes students with the nature and ownership of real estate. Describes interests in real estate and how title is transferred. Acquaints students with legal aspects of marketing residential and commercial real estate, including shopping center and commercial leases, real estate syndication, and subdividing real estate for development.

H ADM 681 The Interplay of Law and Ethics in Service Industry Management

Spring. 3 credits. Limited to 50 hotel graduate students; seniors and other graduate students by permission of instructor. Prerequisite: completion of all required professional master's first-year courses, or permission of instructor. Elective. J. Sherry.
Involves students in ethical aspects of traditional law problems confronting service industry managers and executives within the areas of commerce, consumerism, administrative law and practice, regulation of anti-competitive marketing activities, and federal securities regulation. The impact of the corporation on traditional notions of personal social responsibility will be stressed.

OTHER COURSES

H ADM 191 Microeconomics for the Service Industries

Fall and spring. 3 credits. Limited to 60 hotel school students per lecture, others by permission of instructor. Required. Faculty.
Introduces the basic principles of microeconomics and teaches students how they apply to managers of enterprises associated with the hospitality industry. Emphasis on methods of market segmentation in the service industries, analyzing economic incentives involved in franchise arrangements, and the nature of competition in various segments of the hospitality industry.

H ADM 490 Housing and Feeding the Homeless

Spring. Variable to 4 credits. Limited to juniors and seniors. Elective. T. O'Connor.

Explores the public and private sector partnership in addressing the crisis of homelessness. Through lectures, class discussions, research, volunteerism, and a field placement practicum, students will explore the economic, social, and political issues of our country's growing concern with housing and feeding homeless people. Students will study the history of homelessness and the strategies to prevent and alleviate the problem. The components of successful housing programs and food assistance programs will be analyzed.

Students taking the course for four credit hours will, in small groups, work with agencies providing services to homeless persons. They will analyze the agency's mission, its opportunities and constraints, identify a specific managerial challenge, and formulate an approach and solution to that challenge. This fieldwork will require approximately eight days during the semester.

Students taking the course for three credit hours will research and write a term paper about some aspect of homelessness and volunteer with a service agency twelve hours during the semester.

H ADM 491 Hotel Ezra Cornell

Fall and spring. Variable credit (maximum, 4). Prerequisite: written permission. Elective. G. Pezzotti.

Elected board members of Hotel Ezra Cornell may receive credit for developing, organizing, and managing the April "hotel-for-a-weekend" event.

H ADM 493 Management Intern Program I—Operations

Fall and spring. 6 credits. Limited to hotel school juniors and seniors with approval of the MIP faculty committee. Prerequisites: Students are expected to have completed H Adm 105, 115, 211, 121, 221, 222, 136, 236, 243, 255, 165, and 174. In addition, completion of the following courses is strongly recommended: H Adm 301, 321, 335, 355, and 365. Additional course work might be required for applicants considering specialized internships. A detailed plan for the completion of all remaining academic requirements must be approved prior to acceptance into the course. Must be taken in conjunction with H Adm 494. S-U grades only, based on six performance evaluations. Elective. R. Chase.

H ADM 494 Management Intern Program II—Academic

Fall and spring. 6 credits. Must be taken in conjunction with H Adm 493. Letter grades only, based on submission of goals and objective statement, four management reports, journals, debriefing, and oral presentation. Elective. R. Chase.

H ADM 495 Development and Management of Wellness in Business Organizations

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Field trip, \$25-50. Elective. M. Tabacchi.

Designed 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.

H ADM 499 Undergraduate Independent Study

Fall and spring. Variable, to 4 credits. Elective.

Students are afforded an opportunity to pursue independent study projects under the direction of a faculty member. Permission in writing is required prior to course enrollment. Obtain permission form from the Hotel School Student Services Office. Independent study work must be performed in the term for which it is approved, and the usual add/drop policy applies. Retroactive credit for work commenced after an academic term has ended is not allowed.

H ADM 690 Honors Monograph

Year-long course. 4 credits. Limited to professional master's students who: 1) either have a minimum GPA of 3.7 or are in the top 10 percent of the students in the year group in their first-year professional master's courses; 2) have given evidence of being a good writer by meeting all components of the written communication benchmark; and 3) obtained the approval of a brief topic proposal from the potential adviser. Elective. Faculty.

A special integrative course for students who write well and desire to explore in depth a topic of mutual interest to them and a faculty adviser of their choice. The approval of a second reader is required for completion of the course. Special recognition of students who complete the course will be made at graduation. Applications available in the Graduate Office, Room 172 Statler.

H ADM 692 Industry Challenges and Trends

Fall. 3 credits. Limited to 20 seniors and graduate students. Elective. J. Clark.

A seminar approach will use readings and case studies to illustrate current challenges and future trends such as globalization and consolidation in the hospitality industry. Case studies and guest speakers. Presentations and final reports.

H ADM 699 Graduate Independent Research

Fall and spring. Credit to be arranged. Elective.

Student must have in mind a project and obtain agreement from an individual faculty member to oversee and direct the study. Permission in writing is required prior to course enrollment. Obtain permission form from the Hotel School Graduate Office, Room 172, Statler.

H ADM 791-792 Creating and Managing for Service Excellence I & II

Fall; 791, spring; 792. 3 credits. Professional master's requirement. C. Enz, S. Kimes, L. Renaghan.

This year-long course focuses on developing a clear understanding of service quality from multiple perspectives. Assisted by a faculty team from management, marketing, and operations, students will define, diagnose, design, measure, control, and change service quality. Emphasis will be placed on critical decision making and strategic thinking.

H ADM 793 Industry Mentor Program

Wintersession. No credits. S-U grades only. Professional master's requirement. T. Kelly.

Interaction with a senior hospitality industry executive. Objectives are to give the student an overview of the operating dynamics of a segment of the industry, to provide a realistic awareness of day-to-day life working as an executive in the industry, and to develop an awareness of the skills, level of integration, and other factors required for success.

H ADM 794 Assessment and Benchmarking for Master's Students

Year-long course. No credits. S-U grades only. Professional master's requirement. F. Berger, J. Brownell, D. Jameson.

Individualized approach ensuring that all students meet program benchmarks in written communication, presentational speaking, and group process/leadership skills as well as identify and achieve individual goals. Key component is an initial two-day assessment period during which students participate in a variety of structured experiences and receive personal feedback from industry assessors on their communication and leadership behaviors. Assessment and benchmarking will continue throughout the two-year master's program.

H ADM 890 M.S. Thesis Research

Fall and spring. Credit to be arranged.

H ADM 990 Ph.D. Thesis Research

Fall and spring. Credit to be arranged.

FACULTY ROSTER

- Alvarez, Roy, M.Ed., Auburn U. Lecturer
 Arbel, Avner, Ph.D., New York U. Prof.
 Bell, Russell A., Ph.D., Kansas State U. Assoc. Prof.
 Berger, Florence, Ph.D., Cornell U. Prof.
 Brownell, Judith, Ph.D., Syracuse U. Assoc. Prof.
 Canina, Linda, Ph.D., New York U. Asst. Prof.
 Carvell, Steven A., Ph.D., SUNY Binghamton. Assoc. Prof.
 Chase, Robert M., M.B.A., Cornell U. Prof.
 Clark, John J., Jr., Ph.D., Cornell U. Prof.
 Corgel, John B., Ph.D., U. of Georgia. Assoc. Prof.
 Cullen, Thomas, Ph.D., Cornell U. Assoc. Prof.
 David, Betty B., Lecturer
 deRoos, Jan A., Ph.D., Cornell U. Asst. Prof.
 Dev, Chekitan S., Ph.D., Virginia Polytechnic. Asst. Prof.
 Dittman, David A., Ph.D., Ohio State U. Dean and E. M. Statler, Professor.
 Enz, Cathy A., Ph.D., Ohio State U. Assoc. Prof.
 Eyster, James J., Ph.D., Cornell U. Hospitality Valuation Services Professor of Finance and Real Estate
 Ferguson, Dennis H., Ph.D., Cornell U. Assoc. Prof.
 Fulford, Mark D., M.S., Auburn U. Asst. Prof.
 Geller, A. Neal, Ph.D., Syracuse U. Prof. and Richard J. and Monene Bradley Director of Graduate Studies
 Gould, Shelly, B.S., Cornell U. Teaching Support Specialist
 Hinkin, Timothy, Ph.D., U. of Florida. Assoc. Prof.
 Huettman, Elizabeth, Ph.D., Purdue U. Asst. Prof.

- Jameson, Daphne A., Ph.D., U. of Illinois.
Assoc. Prof.
- Katz, Norman, Ph.D., Harvard U. Lecturer
- Kelly, Thomas J., M.S., Cornell U. Assoc. Prof.
- Kimes, Sheryl E., Ph.D., U. of Texas. Assoc.
Prof.
- Kiner, Susan W., M.A., U. of Illinois. Lecturer
- Lang, Barbara, B.S., Cornell U. Lecturer
- Lumley, Jane, M.A., Pennsylvania State U.
Senior Lecturer
- Lundberg, Craig C., Ph.D., Cornell U.
Blanchard Professor of Human-Resources
Management
- Moore, Richard G., M.B.A., Cornell U. Assoc.
Prof.
- Morgan, Michael S., Ph.D., U. of Texas. Asst.
Prof.
- Muller, Christopher C., M.P.S., Ph.D., Cornell
U. Asst. Prof.
- Mutkoski, Stephen A., Ph.D., Cornell U. Banfi
Vintners Professor of Wine Education and
Management
- Neuhaus, Thomas W., M.S., U. of Maryland.
Lecturer
- Noden, Malcolm A., Senior Lecturer
- Norkus, Gregory X., M.S., Cornell U. Senior
Lecturer
- O'Connor, Therese A., M.S., Elmira College.
Senior Lecturer
- Penner, Richard H., M.S., Cornell U. Prof.
- Pezzotti, Giuseppe G. B., B.S., Cornell U.
Lecturer
- Potter, Gordon S., Ph.D., U. of Wisconsin-
Madison. Assoc. Prof.
- Rainsford, Peter, Ph.D., Cornell U. Assoc.
Prof.
- Redlin, Michael H., Ph.D., Cornell U. Assoc.
Dean and Prof.
- Renaghan, Leo M., Ph.D., Pennsylvania State
U. Assoc. Prof.
- Richmond, Bonnie S., M.S., U. of Missouri.
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Teaching Support Specialist
- Sherry, John E. H., J.D., Columbia U. Prof.
- Simons, Tony L., Ph.D., Northwestern U. Asst.
Prof.
- Spies, Rupert, Studienassessor, Lecturer
- Stevens, Betsy, Ph.D., Wayne State U. Asst.
Prof.
- Stipanuk, David M., M.S., U. of Wisconsin.
Assoc. Prof.
- Tabacchi, Mary H., Ph.D., Purdue U. Assoc.
Prof.
- Tracey, J. Bruce, Ph.D., SUNY Albany. Asst.
Prof.
- White, Robert, A.O.S., Culinary Institute of
America. Teaching Support Specialist

Visiting and Other Teaching Staff

- Blanchard, Kenneth, Ph.D., Cornell U.
Visiting Assoc. Prof.
- Ferris, J. David, Ph.D., Greenwich U. Visiting
Lecturer
- James, Robert, M.B.A., Pace U. Visiting
Lecturer
- Merberg, Elliot, B.S., New York U. Visiting
Lecturer
- Nash, Abby, B.A., Cornell U. Visiting Lecturer
- Robson, Stephani K.A., B.S., Cornell U.
Visiting Lecturer
- Sciarabba, Andrew, B.B.A., St. John Fisher
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- Yesawich, Peter C., Ph.D., Cornell U. Visiting
Assoc. Prof.

